

9-1995

School of Business and Entrepreneurship 1995-96 Catalog

Nova Southeastern University

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School of Business and Entrepreneurship

1995-96

Catalog

SB & E



NOVA
SOUTHEASTERN
UNIVERSITY



School of Business and Entrepreneurship

1995-96 Catalog

Published September, 1995

Policies and programs set forth herein become effective September, 1995. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration.

The University recognizes that individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program. All program/center catalogs, bulletins, and handbooks must carry this information.

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097, telephone 404/760-4500) to award bachelor's, master's, educational specialist, and doctoral degrees. Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying handicap, religion or creed, or national or ethnic origin.

President's Message



Nova Southeastern University is committed to providing an educational environment that encourages students to be the best they can be. Historically, Nova has provided quality education through a diverse array of delivery systems ranging from the traditional to state-of-the-art electronic technologies. Consistent with our mission statement, we prepare students for leadership roles in the professions and provide support for research and community service while maintaining an environment fostering creativity and innovation. We

recognize that as Will Rogers once noted, "even if you're on the right track, if you just sit there you'll get run over."

Given our commitment to providing educational opportunities that prepare tomorrow's professionals to serve optimally their professions, clients, and society, it is essential that curricula be designed at each level to effectuate this mission. Tomorrow's professionals must possess not only the traditional attributes—expertise, ethical sensibilities, and commitment to furthering professional and social values—but also the capacity to utilize contemporary technology, to apply and appreciate relevant findings and approaches of other disciplines, and to operate in a culturally diverse milieu.

Nova Southeastern's goal is to maintain and enhance the array of professional schools and concomitant programs required to fulfill its mission. It must support, enhance, and expand existing professional centers and, where appropriate, reorganize University components to facilitate synergy and enhance the education of professionals. We believe that education is not merely a means to an end, but is itself intrinsically valuable. Accordingly, the time spent at Nova Southeastern by students, faculty, and staff should be informative, exciting, and rewarding.

We welcome you in joining in our common mission of creating the best possible educational setting.

Ovid C. Lewis, J.S.D.
President
Nova Southeastern University

Dean's Message



The business world continues to become more complex, continually using advanced levels of technology. In addition, the market has truly become global in scope. The School of Business and Entrepreneurship is committed to preparing master's and doctoral students to be strong competitors in this challenging marketplace. The programs at the SB&E stand apart from others for a few significant reasons.

First, the programs emphasize entrepreneurial, innovative, and creative applications taught by professors who bring to the classroom a mix of research and business experience. Second, the flexible delivery systems were designed to meet the needs of the working professional, the full-time student, and individual organizational needs. Finally, although we have grown large in size, we continue to provide individual attention to ensure the success of our students.

At the School of Business and Entrepreneurship at Nova Southeastern University we are committed to serving as your partner in the business world. The SB&E seeks students who are energized by our spirit of entrepreneurship and who share our excitement about the future of leading and managing in the 21st century. Should you choose the SB&E, we will provide the foundation of knowledge, skills, and experience on which you may build your future.

Randolph Pohlman, Ph.D.

Dean

School of Business and Entrepreneurship

Mission Statement

Nova Southeastern University provides educational programs of distinction from pre-kindergarten through the doctoral level at times and in locations convenient to students, prepares students for leadership roles in business and the professions, encourages research and community service, and fosters an atmosphere of creativity and innovation utilizing technology where appropriate.

Approved by the Board of Trustees, June 22, 1992.



CALIFORNIA DISCLOSURE

"Any questions or problems concerning this institution which have not been satisfactorily answered or resolved by the institution should be directed to the Superintendent of Public Instruction, State Department of Education, Sacramento, California 94244-2720."

Amendment to refund policy:

In keeping with CAC Section 18805 requiring a three (3) day cooling off period, Nova Southeastern University will void a student's enrollment commitment and return any monies paid the University provided the student notifies the University in writing of intent to withdraw ten (10) days after signing an admissions application.

INDIANA DISCLOSURE

**"This institution is regulated by:
The Indiana Commission on Proprietary Education
302 West Washington Street, Room 201
Indianapolis, Indiana 46204."**

In-State Toll-Free Number (800) 227-5695 or (317) 232-1320

SOUTH CAROLINA DISCLOSURE

Admission Requirements

In addition to the admission procedures specified in the catalog, the following requirement must be noted:

All applicants for the South Carolina clusters must provide a current Graduate Management Admission Test (GMAT) score as part of the admission selection process.

**Licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201.
Telephone (803) 253-6260.**

NOVA SOUTHEASTERN UNIVERSITY FACILITIES FOR FIELD-BASED PROGRAMS IN WASHINGTON STATE

Nova Southeastern University leases classroom facilities in accordance with local health, fire, and safety standards. All facilities are selected on the basis they are conducive to learning.

The University attempts to rent classrooms on local college campuses before using other facilities.

"Nova Southeastern University is authorized by the Washington Higher Education Coordinating Board and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree Authorization Act. This authorization is valid until August 24, 1997 and authorizes Nova Southeastern University, Inc. to offer the following degree programs: Ed.D. in Child and Youth Studies, Doctorate in Business Administration and Master of Business Administration. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Board office at P.O. Box 43430, Olympia, WA 98504-3430".

STATE OF WASHINGTON NOVA SOUTHEASTERN UNIVERSITY STUDENT CANCELLATION AND REFUND POLICY IN ACCORDANCE WITH WAS 250-61- 110

1. The application fee not exceeding \$50.00 is non-refundable and exempt from the following refund schedule.
2. A non-successful applicant shall be entitled to a refund of all money paid, less the above application fee.
3. A successful applicant who chooses to withdraw from the academic term may recover a percentage of his/her tuition and fees by submitting a written request of withdrawal. Refunds will be made according to the following schedule:
 - (a) Within six business days after signing the enrollment agreement or making an initial payment, but before the

first day of instruction, the student will receive 100% of tuition fees.

- (b) Counting the first day of class and continuing through the 29th day of the term, a successful applicant will receive 75% refund if written notification of withdrawal is received within this time period.
 - (c) After the 29th day of the term, no tuition or fees pertaining to that term will be refunded. However, any monies paid for future terms will be refunded in full.
 - (d) A student who is terminated by action of Nova Southeastern University will receive a refund with the accordance of the above policy based on the date the action is taken.
4. If a student, without notice to the University, fails to attend classes for a period of thirty (30) calendar days during which classes are in session, the University reserves the right to notify the student in writing that his/her enrollment has been terminated effective the 30th calendar day. Such student may receive tuition and fees according to the University's published refund policy.
 5. In the event the University acts in such a way as to effectively reduce the ratio of instruction to course cost, such as severely reducing class time or course content, or terminating the course, the student may request and receive a prorated refund.
 6. Refunds will be made within thirty (30) days after written notice of termination or cancellation.

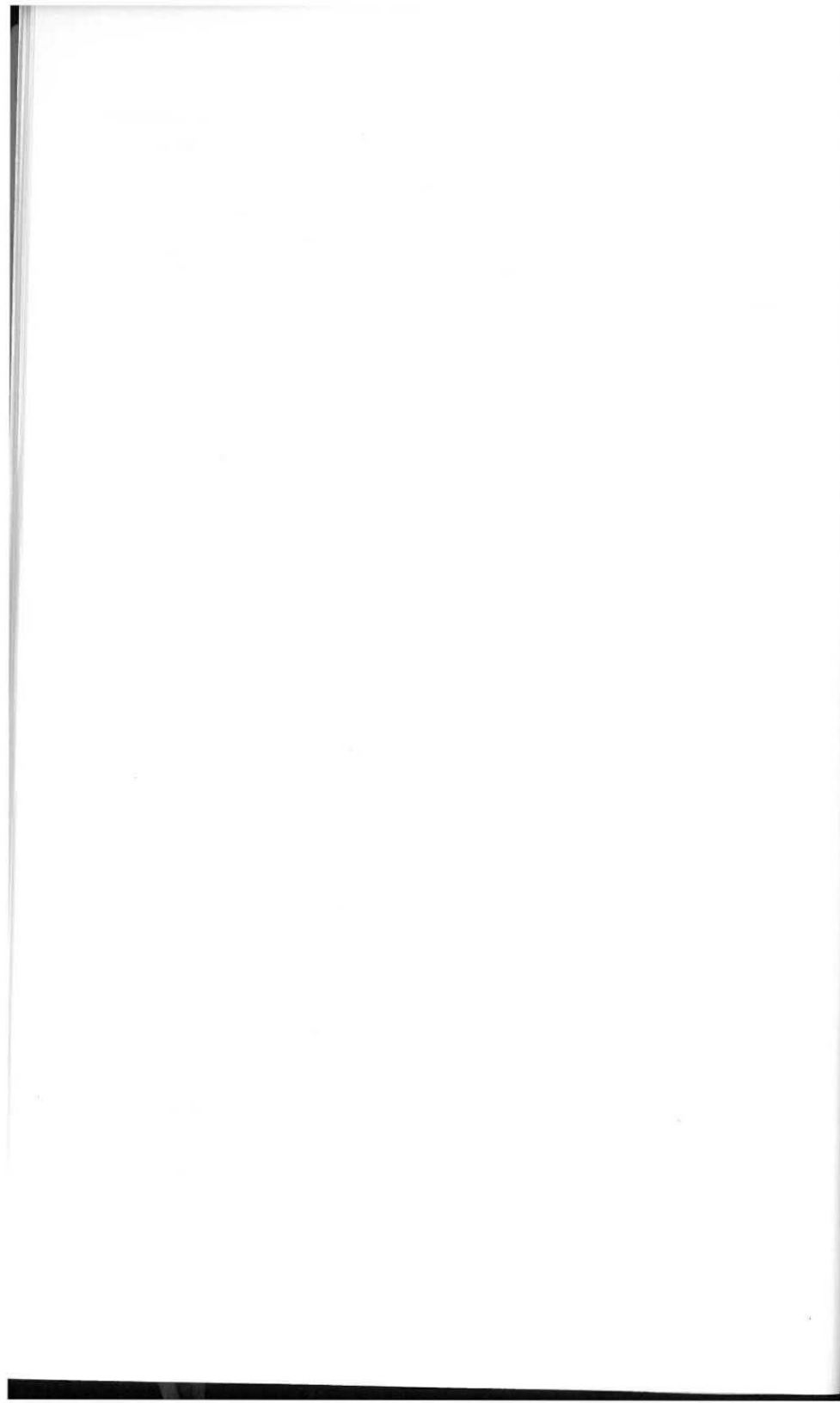
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The School of Business and Entrepreneurship

The School of Business and Entrepreneurship houses major centers, institutes, and programs dealing with business and public administration. The concepts of entrepreneurship, innovation, and creativity dominate the curriculum of programs in accounting, business administration, health services and human services administration, international business, and public management offered by the School. Degree programs of the School are at the master's and doctoral level. Nondegree programs in the various divisions, centers, and institutes enable the School to impact a wide range of organizational settings with practical programs. The Nova Southeastern University philosophy that the individual is the focus of the educational process is the hallmark of the School's offerings.

The Division of Public and Social Services Administration houses the Institute for Health Services Administration, the Institute on Aging, and programs in Human Services Administration and Public Administration. Degree and nondegree activities focus on the needs of the public and not-for-profit sector professionals, particularly those in the broad-based "safety net" arena. While most of the students enrolled in degree programs in this division are mid-career professionals, the division does enroll preprofessionals and manages an intern program for them to provide some in-field practical experience to their academic studies.

The Division will administer two program specializations in cooperation with the Nova Southeastern University Oceanographic Center. These are the Master of Public Administration in Coastal Zone Management and the Master of Public Administration in Environmental Resource Management.

The School's Master of Accounting program offers a number of distinct career options in meeting the needs of accounting professionals: public accounting, tax accounting, managerial accounting, financial planning, and computer applications in accounting. The accounting program meets the advanced requirements of eligibility for sitting for the CPA, CMA, and CFP exams.

Students enrolled in Nova Southeastern University's Shepard Broad Law Center may earn their master's degree in any of the program offerings of the School of Business and Entrepreneurship. The Joint J.D./Master's Program at Nova Southeastern University is unique in that students may earn both degrees during a three-year period since they enroll in Business School courses on weekends during their second and third years in the Law School. Students must meet all admissions requirements of the Law School prior to being admitted into the Joint J.D./Master's Program. Interested applicants should consult the Law School for details on admission to the Law School prior to applying to the Business School.

The School of Business and Entrepreneurship's major degree offerings at the master's and doctoral levels are administered through the Master's and Doctoral Divisions, respectively. Combined, these divisions are responsible for approximately 80% of the School's educational activities. The master's programs stress innovative learning processes and delivery systems for



working professionals who wish to increase their managerial or professional effectiveness. While most of the students are adult students with some career experience, the School has a full-time, campus-based M.B.A. Program. The master's degree programs of the School of Business and Entrepreneurship include the following offerings:

- Master of Business Administration (M.B.A.)
- Master of Public Administration (M.P.A.)
- Master of Accounting (M.Acc.)
- Master of International Business Administration (M.I.B.A.)
- Master of Science in Health Services Administration
(M.S./HSA)
- Master of Science in Human Resource Management
(M.S./HRM)
- Master of Science in Human Services (M.S./HS)
- Master of Science in Management (M.S./M)
- Master of Science in Medical Management (M.S./MM)

The structure and format of the master's programs permit students to concentrate their studies in a number of major areas depending upon their interest, background, and organizational needs. Areas of concentration or specialization include accounting, consulting, finance, health systems management, human resource management, human services, international business, management information systems, public management, and sales and marketing management.

The School's doctoral programs are designed for upper-level management and executive personnel in both the public and private sectors. The emphasis of the doctoral programs is strategic decision making, including problem solving and policy formulation. The school offers three distinctive doctoral programs emanating from a common decision-making base:

- Doctorate in Business Administration (D.B.A.)
- Doctorate in Public Administration (D.P.A.)
- Doctorate in International Business Administration
(D.I.B.A.)

The D.B.A. and D.P.A. programs are capstone programs for professionals who seek broader organizational understanding and influence. The research focus of the dissertation goes beyond the traditional aim of the Ph.D. thesis to the extent that students apply their research to current organizational challenges and opportunities and seek to implement their findings and solutions

as they unfold in real time. Students in the D.B.A. program may elect a career option in addition to the classical management curriculum of the program. These career options are in the fields of accounting, human resource management, and international management.

The D.I.B.A. program is designed for executive-level personnel in multinational corporations located in the United States and abroad and offers an innovative format permitting these professional-level students to attend classes in intensive weeklong sessions as well as weekend classes monthly.

All of the programs offered by the Business School are available on the campus of Nova Southeastern University in Fort Lauderdale, Florida, and most are offered also in field locations throughout Florida and the United States in a "cluster" format. A cluster is a group of 20 to 30 students pursuing similar degree objectives in an off-campus location. Nova Southeastern University is acknowledged as a leader in field-based programs. Two general types of academic clusters are the open cluster and the sponsored (corporate) cluster. The open cluster comprises students from a variety of backgrounds, experiences, and organizational settings. Open clusters in the master's programs generally focus on management studies, as opposed to any of the concentrations or specializations noted above, although these options are available should the cluster members agree upon a common major. The sponsored cluster comprises students who are generally employed in the same profession by a single employer or a consortium of employers in a "corporate" cluster, to the extent that a corporate training department or management group, such as a chapter of the National Management Association, negotiates the terms of a contract to deliver the management program with a specified major at the commencement of the sponsored (corporate) cluster. Please contact the Dean for additional information concerning either cluster format.

The Business School currently operates open and sponsored clusters at the master's level in more than 25 locations and at the doctoral level in more than 15 locations throughout Florida and the United States and internationally. All field-based clusters meet the same stringent accreditation requirements as on-campus programs. In addition, all clusters outside Florida are licensed in the states in which they operate. Nova Southeastern University clusters have been reviewed (including on-site visitation) by the Commission on Colleges, Southern Association of Colleges and Schools, as well as by representatives of the other regional accrediting bodies, as appropriate.

Competency-Based Learning

All of the programs and courses offered by the School of Business and Entrepreneurship are designed to meet the educational training needs of both students and organizations. Detailed course syllabi specifying behavioral objectives and learner outcomes serve as mechanisms of program content control wherever programs are delivered—on campus in Fort Lauderdale or in field-based clusters. With the improvement of managerial and decision-making skills being the underlying concern of center programs, reevaluation of course content and learning resources by professionals with both academic and practitioner experience is an ongoing process. Using multiple sources of evaluation, each course of instruction is monitored for competency of delivery. For more information on the nature of the review process, please contact the Dean.

Library Resources

The University library system has more than 500,000 volume equivalents.

The Albert and Birdie Einstein Library, located in the Parker Building, houses the University's major collection of books and journals in the humanities and sciences. Its more than 162,000 volume equivalents can be searched through the library's online catalog. Also, specialized indexes in CD-ROM format are available, as is dial-up access to the online catalog and to First Search.

The Einstein Library is equipped to perform online literature searches using DIALOG information databases. Reference librarians will assist students in structuring searches.

The library is a member of SEFLIN and FLIN, cooperative library networks that speed access to materials from other institutions throughout Florida. The Einstein Library has also been named a cooperating library of the Foundation Center in New York, giving students access to a special collection for grants and foundation research.

Through the Einstein Library, students off campus have access to books, journal articles, Educational Resources Information Center (ERIC) documents, interlibrary loans, database searches, and reference librarians specializing in research services to remote student locations. Students may call the Distance Library Services Office to request materials 24 hours a day, using mail, FAX, or home computer.

The Health Professions Division Library is located at the North Miami Beach campus in the Student Activities Building. It contains card and computerized catalogs of holdings, more than 11,000 book titles, 783 active journals, and more than 800 audio and video tapes. The library is a member of DOCLINE, which is the National Library of Medicine's online, interlibrary loan service, coordinating with medical libraries in the United States. Full membership in the Miami Health Sciences Library Consortium permits free exchange of materials among local medical libraries for all patrons. Membership in the Association of Visual Sciences Librarians includes a cooperative lending relationship, so patrons have free access to nearly all vision-related resources. Also, a Learning Resources Laboratory, based in the College of Pharmacy Building, is available for student use evenings and Saturdays.

Nova Southeastern's Information Retrieval Service (IRS) was recently merged with the Off-Campus Library Services Office. The entire microfiche collection of ERIC, more than 300,000 documents, will be available to students during the same extended hours that the library is open.

The Law Library of the Shepard Broad Law Center, with a collection numbering more than 261,000 volume equivalents, contains the standard materials required for legal study and research. It is one of the few collections in the country designated as a depository for United Nations documents. It is also designated as a depository for state and federal documents. The William Springer Richardson Library, at the Oceanographic Center, houses a specialized collection of books and periodicals in physical, biological, geological, and chemical oceanography. The University School Media Center maintains an integrated collection of print and nonprint materials designed for students from prekindergarten through high school.

Memberships

Nova Southeastern University is a member of the Florida Association of Colleges and Universities (FACU) and the Independent Colleges and Universities of Florida (ICUF). Nova Southeastern is a member of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS). Nova Southeastern University, through the School, is a member of the American Assembly of Collegiate Schools of Business (AACSB), the Association of Collegiate Business Schools and Programs (ACBSP), and the National Association of Schools of Public Affairs and Administration (NASPAA). Nova Southeastern University's programs leading to professional degrees in management at the graduate level have been recognized by the National Management Association (NMA), a nationwide professional management development organization with sponsorship by and membership in the nation's leading business and industrial corporations. A number of field-based clusters are made up predominantly of NMA members.



The Master's Division

The educational emphasis of the master's division of the School of Business and Entrepreneurship is on general management skills and technologies designed to meet the professional needs of a broad range of profiles from entry-level students who have little or no work experience to middle- and upper-level management personnel. Specialized programs, such as the Master of Accounting, Master of Science in Health Service Administration, and the Master of Science in Human Services, tend to be oriented to specific field skills within the disciplines of accounting, health services, and social work, respectively, rather than management per se. A major concern of the management programs is with the human resources dimension of management in the context of business, public, and not-for-profit organizational milieus of students. The design of the curriculum recognizes the significant common elements of management in complex organizations in all sectors of society through a common core of courses, as well as the singular concerns of these sectors through specialized coursework and major field concentrations,

including financial services management, real estate development, and management of quality and technology.

The master's programs serve more than 1,200 students in on-campus and field-based cluster locations throughout Florida and the United States, in Canada, in the Far East, and the Caribbean. Nova Southeastern University takes the talents of its campus-based and national faculty to working professionals, giving them the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and values as a result of advanced management (and skills) education.

MASTER OF BUSINESS ADMINISTRATION

Full-Time Program

Program Objectives

The Nova Southeastern University Master of Business Administration (M.B.A.) Full-Time, Campus-based Program is an innovative program featuring learning and delivery systems designed for students with an undergraduate degree who have little or no work experience, as well as the individuals returning to the business world after an extended absence, who wish to develop their management effectiveness. The program curriculum consists of 12 3-credit-hour courses, a 1-credit-hour Values-Based Leadership course; then the student has a choice of a 4-credit-hour Internship Program or a master's thesis course. In some cases, the student may qualify to meet this 4-credit-hour requirement by attending a Productivity Improvement Program. Academic initiatives in the Nova Southeastern University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development for the full-time student.

Program Philosophy

The Master of Business Administration (Full-Time) Program emphasizes an activist, interventionist mission to serve the professional, developmental, and education needs of a broad segment of public and private sector institutions. The program focuses on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and premanagerial personnel.

The Curriculum

In order to ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5015	Management Ethics
GMP 5020	Organization Behavior and Development
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5060	Managerial Accounting
GMP 5194	Total Quality Management
GMP 5070	Marketing Management
GMP 5080	Financial Management
GMP 5197	Entrepreneurship
GMP 5090	Business Policy
GMP 5199	Values-Based Leadership
GMP 5108	Internship Program
or	
GMP 5101	Master's Thesis

Specializations Available

Master of Business Administration (Full-Time) students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three additional courses be taken within a specific content area. A notation of the specialization area is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. The specializations currently available to full-time M.B.A. students include accounting, consulting, entrepreneurship, health services management, hospitality and tourism, human resource management, international business, management information systems, public managements, and sales and marketing mangement.

Program Format

The program format consists of four terms per year, commencing in October, January, April, and July. Students may enter the program in either October or January. Students may choose to enroll in some classes scheduled on weekends. The weekend classes will include adult, post-entry professional students who are pursuing graduate degrees on a part-time basis.

The integration of both pre- and post-entry professional students in some classes will greatly enhance the understanding of the practical aspects of business and management courses. Full-time M.B.A. students will also be required to fulfill an internship requirement during the course of study in order to gain further insight into the practical nature of business or undertake a major master's research project at the end of their program to earn the required four credits.

Length of Program

While students will be able to complete their entire program in one calendar year, they are not required to do so. Full-time M.B.A. students must meet all academic prerequisites for their M.B.A. degree and, if selected, fulfill the internship requirement (four credits total—one credit per term for at least four terms, or two credits per term for two terms). Those students who elect to undertake the major master's research project are required to declare the project topic during the final term of the M.B.A. program. The final research project will be due no later than six months after all course requirements have been satisfied.

Internships

Each internship credit hour requires a minimum of 60 hours of field work, periodic group seminars, and a written project. Therefore, a completed Internship Program consists of 240 hours of field work.

Advising—Full-Time M.B.A. Program

Full-Time MBA students should seek advising from the Master's Program Office.

MASTER OF BUSINESS ADMINISTRATION

Weekend Program

Program Objectives

The Nova Southeastern University Master of Business Administration (M.B.A.) degree program is an innovative program featuring learning and delivery systems designed for adult working professionals who wish to increase their management effectiveness. The program curriculum consists of 12 3-credit-hour courses, a 1-credit seminar series and then the student has a choice of a 4-credit-hour capstone workshop or a master's thesis course. Academic initiatives in the Nova Southeastern University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development of the adult student.

Program Philosophy

The Master of Business Administration program emphasizes an activist, interventionist mission to serve the professional, developmental, and education needs of a broad segment of public and private sector institutions. The program focuses on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and premanagerial personnel.

The Curriculum

In order to ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5015	Management Ethics
GMP 5020	Organization Behavior and Development
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5060	Managerial Accounting
GMP 5194	Total Quality Management
GMP 5070	Marketing Management
GMP 5080	Financial Management

GMP 5197	Entrepreneurship
GMP 5090	Business Policy
GMP 5199	Values-Based Leadership
GMP 5100	Master's Project or
GMP 5102	Productivity Improvement Workshop

Specializations Available

Master of Business Administration students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three additional courses be taken within a specific content area. A notation of a specialization area is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. The specializations currently available to Master of Business Administration students include accounting, banking, human resource management, international business, public management, and sales and marketing management.

Accounting

GMP 5713	Accounting Theory
GMP 5725	Financial Statement Analysis
GMP 5733	Advanced Managerial Accounting

Entrepreneurship

GMP 5920	Managing Innovation and Entrepreneurship
GMP 5725	Managing the Consulting Process
GMP 5940	Managing the Consulting Process

Health Services Management

GMP 5440	Health Policy and Planning
GMP 5447	Marketing for Healthcare Organizations
GMP 5471	Planning, Budgeting, and Control in Healthcare

Human Resource Management

GMP 5240	Advanced Organization Development
GMP 5320	Management Communication
GMP 5360	Human Resource Development

International Business

GMP 5575	International Marketing
GMP 5585	International Business Environment
GMP 5621	International Banking and Investment

Management Information Systems*

MMIS 620	Management Information Systems
MMIS 630	Databases in MIS
MMIS 653	Telecommunications and Computer Networking

Sales and Marketing Management

GMP 5550	Sales Management
GMP 5574	Customer Service Management
GMP 4475	International marketing

* Courses taken in Center for Computer and Information Sciences

M.B.A. IN MANAGEMENT INFORMATION SYSTEMS

Program Objectives

The Program is designed to enhance the application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making.

Core Curriculum

GMP 5012	Management: Theory and Application	(3 Cr.)
GMP 5020	Organization Behavior and Development	(3 Cr.)
GMP 5040	Quantitative Methods in Management	(3 Cr.)
GMP 5050	Managerial Economics for Decision Making	(3 Cr.)
GMP 5060	Managerial Accounting	(3 Cr.)
GMP 5070	Marketing management	(3 Cr.)
GMP 5080	Managerial Finance	(3 Cr.)
GMP 5090	Business Policy	(3 Cr.)
GMP 5102	Productive Improvement Workshop	(3 Cr.)
GMP 5199	Values-Based Leadership	(3 Cr.)

Specialty Curriculum

MMIS 620	Management Information Systems	(3 Cr.)
MMIS 621	Information System Project Management	(3 Cr.)
MMIS 630	Databases in MIS	(3 Cr.)
MMIS 641	Organization of the Computing Environment	(3 Cr.)
MMIS 653	Telecommunications and Computer Networking	(3 Cr.)

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Nova Southeastern University Master of International Business Administration (M.I.B.A.) program, ranked as one of the top 20 international business graduate programs in the country,* is a progressive and dynamic program designed for working professionals and preservice students who wish to enhance their understanding of international business. The curriculum provides a comprehensive treatment of the major areas of concentration in international business and examines the major contemporary issues, concerns, and developments affecting global business and trade.

Program Philosophy

The Master of International Business Administration is designed to assist business managers meet the challenge of functioning in the evolving global marketplace. The curriculum reflects the need for increased understanding and a clear perspective in coping with the complexity of the international business environment. It emphasizes the interrelationship and interaction of nations and firms, examining the major forces affecting executive decision making and strategy formulation. In doing so, it seeks to provide analysis and integration of major factors including geographic, political, economic, and social considerations.

Complementary to developing relevant perspective, the program affords consideration of operational matters. The coverage of functional activities relating to aspects of transnational and multinational business is designed to provide necessary knowledge for implementation and execution of plans. Topics chosen from the areas of management and control, finance, marketing, and logistics provide appropriate skills.

**Source: The Official GRE/CGS Directory of Graduate Programs 1990 and 1991.*

Program Contrasted with Master of Business Administration (M.B.A.) Program

The Master of International Business Administration curriculum differs significantly from that of the Master of Business Administration (M.B.A.) program. The focus of the M.B.A. program is on the role of the individual in the organizational management process. It focuses on approaches to enhancing the organizational effectiveness and productivity of managerial and nonmanagerial personnel. In general the M.B.A. program emphasizes a micro-interaction perspective of the individual in the firm.

In contrast, the M.I.B.A. program examines the role of firms in the global marketplace with emphasis placed on the interaction of firms in this environment. The program examines in detail the major global events affecting executive and managerial decision making. The M.I.B.A. students pursue a fixed curriculum, without electives, building an integrated body of knowledge. Students interested in the operational management of the firm are encouraged to enroll in the M.B.A. program with a specialization in international business. Persons interested in careers in international business and trade are encouraged to enroll in the M.I.B.A. program.

The Curriculum

In order to ensure adequate sequencing and needed prior knowledge requirements, students may enroll in courses—within the same grouping—in any order. The school typically schedules the courses on a rotational basis.

Group I Courses

- GMP 5052 Macroeconomics
- GMP 5053 Comparative Economics
- GMP 5165 International Accounting
- GMP 5540 Comparative International Management
- GMP 5575 International Marketing
- GMP 5611 International Legal Environment

Group II Courses

- GMP 5055 International Operations and Management, Part II
- GMP 5541 International Economics
- GMP 5577 Import/Export Management
- GMP 5585 International Business Environment - Global View

- GMP 5590 International Operations and Management, Part I
- GMP 5621 International Banking and Investment
- GMP 5199 Values-Based Leadership
- Capstone Courses. (One only required).
- GMP 5100 Master's Project
- GMP 5101 Master's Thesis
- GMP 5102 Productivity Improvement. All required course work must be completed prior to enrollment.
- GMP 5108 Internship Program
- GMP 5110 Field Experience.

Students are permitted to enroll in either GMP 5108 or GMP 5110 at any time after completing all required courses in group I.

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives

The Nova Southeastern University Master of Science in Human Resource Management (M.S./HRM) degree program covers theory and skills required to bring about changes in today's complex, dynamic environment. Whether it involves organization restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence, the problems all deal with maximizing human resources. Students complete their degree by writing a four-credit-bearing intervention research project or by participating in a weeklong workshop dealing with productivity improvement skills and techniques.

Program Philosophy

The Master of Science in Human Resource Management program focuses on the role of the major nonmaterial resource available to the modern corporation, government agency, and not-for-profit organization: the human resource. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives. The overriding goal of the program is to prepare personnel and training managers and those in support services to enhance their organizations' effectiveness through the proper management of human resources.

The Curriculum

In order to ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

MS/HRM Curriculum Profile

- GMP 5012 Management: Theory and Application
- GMP 5040 Quantitative Methods
- GMP 5194 Total Quality Management
- GMP 5199 Values-Based Leadership
- GMP 5240 Advanced Organizational Development
- GMP 5260 Labor Relations
- GMP 5300 Career Development
- GMP 5320 Managerial Communication
- GMP 5360 Human Resource Development
- GMP 5365 Seminar in Hiring and Developing Employees
- GMP 5375 Organization Health and Reward Systems
- GMP 5380 Special Topics in Human Resource Management
- GMP 5385 Organization Consultation
- GMP 5100 Master's Project **OR**
- GMP 5102 Productivity Improvement

MASTER OF SCIENCE IN MANAGEMENT

Program Objectives

The Nova Southeastern University Master of Science in Management (MSM) degree program covers theoretical and practical application skills necessary for today's leaders of organizations to effectively make decisions in light of the increasing pressure of competition. The program was designed for adult working professionals who wish to increase their managerial effectiveness. The curriculum consist of 12 3-credit-hour courses and a choice of a 4-credit-hour capstone workshop or a 4-credit-hour master's project.

Program Philosophy

The Master of Science in Management focuses on the role of the management/leadership function of an organization. Students learn the importance of getting things done through people. The overriding goal of the program is to prepare personnel and managers for the ever increasingly difficult task of enhancing their organizations' effectiveness.

The Curriculum

In order to insure adequate planning, scheduling, and sequencing of course offerings, the School strongly urges students to register for courses in the order listed below.

MSM Curriculum Profile

- GMP 5012 Management: Theory and Application
- GMP 5015 Management Ethics
- GMP 5020 Organizational Behavior and Development
- GMP 5030 Human Resource Management
- GMP 5040 Quantitative Methods in Management
- GMP 5050 Managerial Economics for Decision Making
- GMP 5070 Marketing Management
- GMP 5205 Managerial Environment
- GMP 5194 Total Quality Management
- GMP 5240 Advanced Organizational Development
- GMP 5320 Management Communications
- GMP 5192 Leadership and Decision Making
- GMP 5102 Productivity Improvement Workshop
or
- GMP 5100 Master's Project



GENERAL INFORMATION ON MASTER'S PROGRAMS

Master's Programs Curriculum Overview

Curriculums in the various master's programs offered by the School are designed to meet the educational and professional development needs of post-job-entry, career-oriented adults as well as full-time day students. The capstone of several programs is a four-credit applied analytical research project (master's project) or a four-credit workshop option (described below). Brief course descriptions are included in a later section of this catalog.

Courses Offerings

Required courses are offered routinely on a sequential basis. Students are advised to take required courses in the recommended order so as to ensure satisfaction of advance courses, prerequisites, and uninterrupted matriculation.

Master's Project - Weekend Program

Students must write a master's project at the conclusion of the required program of study. The master's project requires the student to register for GMP 5100, which carries four (4) hours' credit.

Students will be permitted to sign up for GMP 5100 only after they have completed all required course work, have satisfied all other program requirements, and have a cumulative grade point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for proper completion and submission of the master's project to the department.

Master's Project Workshop Option - Weekend Program

Students may elect to enroll in a four-credit workshop in lieu of submitting a master's project. Currently, the program offers only one such workshop that deals with productivity improvement. The workshops are conducted on the main campus only. Currently workshops are scheduled periodically throughout the year. Each workshop covers a five-day period. Preworkshop assignments are required. Eligibility for participating in workshops is based upon the following:

1. A student must be in good standing regarding satisfaction of all program admission requirements, academic performance, and University finances.
2. A student must have completed all courses toward his or her degree prior to participating.
3. A student must satisfy specific preworkshop assignments.

Master's Thesis Project - Full-Time MBA and MIBA Programs

Full-Time students with no work experience may elect to write a four-credit Master's Thesis Project at the conclusion of the required program of study, in lieu of participating in an Internship Program. The thesis requires the student to register for GMP 5101, which carries four (4) credit hours. Students will be permitted to register for GMP 5101 only after they have completed required coursework, have satisfied all other program requirements, and have a cumulative point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for the proper completion and submission of the Master's Thesis project to the Master's Program Office. The student has a total of six (6) months to complete the Master's Thesis Project.

Internship Program - Full-Time MBA Program

Full-Time students (with no work experience) may choose to complete a four (4) credit formal Internship Program in lieu of the Master's Thesis Project. The Internship Program offers the opportunity to apply business concepts and principles, which have been learned in class, to the business sector. Student participation in GMP 5108, the Internship Program, can be pursued as an ongoing project during the completion of the Full-Time MBA Program. Written administrative guidelines are provided to the student. The guidelines must be adhered to for the proper completion of the Internship Program.

Policy on Scheduling Courses

It is the policy of Nova Southeastern University and the master's programs that every core-required course must be scheduled at a minimum of a least once every other term of instruction. For example, a required course offered Term I will also be offered Term III. The program director reserves the right to substitute acceptable courses in students' planned profiles of

courses in order to accommodate program modification that may occur after this catalog has been printed. Any such changes will be announced in writing and apply equally to all students. This policy does not apply to off-campus clusters.

Admission Requirements

General admission requirements for the student wishing to matriculate in any master's program offered by the School are listed below. Degree-specific requirements follow this general listing.

The applicant must:

1. Have earned a baccalaureate degree from a regionally accredited college or university. The undergraduate degree may be in any major; however, specific foundation course prerequisites apply to each degree program and are listed below.
2. Provide three letters of recommendation that have been written directly to the school that indicate the applicant's ability to do graduate work.
3. Provide an official transcript of his or her undergraduate record at each college or university attended. Applicants with graduate work from other institutions must submit official transcripts of all such work.
4. Provide a 500- to 1,000-word essay explaining his or her professional experiences and/or goals and how it is believed the degree program being applied for will contribute to personal professional development.
5. Submit completed application forms accompanied by a \$40 nonrefundable application fee.
6. Obtain at least 950 points by the following formula:
200 times the undergraduate grade point average (on a 4.0 scale) plus the score achieved on the Graduate Management Admissions Test (GMAT) or a Graduate Record Examination (GRE) score factored by 45%.
Alternatively, one may obtain at least 1000 points as follows: 200 times the UPPER DIVISION undergraduate grade point average (on a 4.0 scale) plus the GMAT score or the factored GRE score.
or

prepare a portfolio that meets the Schools' guideline and standards. This option requires that the student have a minimum of five (5) years' management and decision-making experience.

One of the above must be satisfied within six months of beginning the program unless specifically waived below for a particular degree program.

Since the GMAT and GRE scores are weighted factors in the admissions formula used to evaluate an applicant's potential to do quality graduate work, no specific score level is set. As a general rule, GMAT scores of 450 and GRE scores of 1000 or higher are considered to be acceptable. Applicants scoring lower than this threshold level may be required by the admissions committee to retake the GMAT or GRE. Students may receive conditional acceptance to degree programs pending satisfaction of this testing requirement. However, they will not be advanced to degree candidacy status (full matriculant status) without an official GMAT or GRE score on file. Students asked to retake the GMAT or GRE must do so before the admissions committee will certify that this requirement for full matriculant status has been met.

Degree programs requiring the GMAT or GRE are identified below. Degree programs not listed have no preadmission standardized testing requirement. Students admitted to such programs who later seek to transfer to a degree program requiring the GMAT or GRE must satisfy this requirement. Generally, scores that date more than five years prior to the date of program application are not valid.

M.B.A.	—	GMAT
M.Acc.	—	GMAT
M.I.B.A.	—	GMAT
M.P.A.	—	GMAT or GRE
M.S./HRM	—	GMAT or GRE
M.S./HSA	—	GMAT or GRE

Specific degree-related foundation coursework must be satisfied before a student can receive full matriculant status. Generally, new students must complete this course work within six to nine months of entering their degree program. Each student receives a detailed listing of foundation course requirements at the time he or she receives conditional acceptance to his or her program.

- M.B.A.— financial accounting, macroeconomics, principles of marketing, principles of finance, and business statistics
- M.I.B.A.— financial accounting, macroeconomics, principles of finance, and principles of management
- M.P.A.— American government, macroeconomics, public budgeting/accounting, and business statistics
- M.S./HRM— human resource management, psychology, business statistics, and computer literacy skills
- M.S./HSA— financial accounting, principles of finance, psychology, computer literacy, and statistics
- M.Acc.— a concentration in accounting at the undergraduate level or the following undergraduate courses: principles of accounting, intermediate accounting, cost accounting, advanced accounting, and computer literacy
- M.S./HS— organizational behavior or psychology
- M.S.M.— business statistics, macroeconomics, and marketing

The Admissions Committee

The admissions committee for the master's programs is composed of three faculty members. A full-time admissions secretary is charged with the responsibility of assembling each applicant's credentials for review by the committee. The Dean of the School or the Program Director for master's programs reviews and signs all admissions and change of status decisions. Nova Southeastern University is an equal education opportunity institution.

Foundation Course Satisfaction

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a conditional or provisional basis; however, they may not enroll for any graduate program course that has a specific knowledge prerequisite associated with any foundation course until such prerequisite courses are completed. Foundation

courses must be satisfied prior to admission to degree candidacy in the program. Students are required to complete all foundation coursework within six to nine months of entering their graduate programs of study.

Students have three options for satisfying a program foundation or prerequisite course: 1) they may take the required course through Nova Southeastern University or another accredited institution with prior course approval in writing by the School; 2) they may successfully complete a proficiency examination administered by a testing organization that has a national recognition such as CLEP, LOMA or USAFI; and 3) they may successfully complete a proficiency examination administered by the School. Enrollment in a foundation course is permitted concurrent with enrollment in graduate course work provided such enrollment is not in courses dependent upon specific knowledge prerequisites. For example, a student may enroll in an accounting foundation course while taking graduate courses in personnel, economics, or marketing since the accounting foundation course does not serve as a prerequisite for any of these courses. NOTE: foundation course credits appear on the student's transcript but do not apply toward the master's degree, per se, and do not figure into the computation of the student's graduate grade point average.

Acceptance Procedure

Students are admitted to the master's programs under the following classifications. First is full acceptance. This status is equivalent to fully matriculated or degree candidacy status and is awarded when all admission requirements are satisfied. Second is provisional acceptance. This status is given to students who have not yet satisfied all the admission requirements but have given evidence that all criteria can be met. Third is special student acceptance. This status is reserved for nondegree-seeking students. Generally, such students enroll for one or two courses as part of their own personal professional development program. Students with this status who later decide to pursue a master's degree must meet all program admission requirements as stated above.

Enrollment in and satisfactory completion of courses do not guarantee admission to any program.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all admission requirements, notification of full acceptance will be given in writing. Failure to meet any full admission requirements may result in suspension of the privilege to enroll in classes, at the discretion of the admissions committee.

Active Status, Interrupted Studies, and Reinstatement

Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or foundation courses at Nova Southeastern in a given term. Students who interrupt their studies for two to four terms (6 to 12 months) are considered inactive. Students reentering the program during this period are charged an administrative fee (the interrupted studies fee of \$25) to reactivate their status. All requirements for the degree program in which they were originally enrolled will be in effect if the student reactivates his or her status within this one-year (four-term) period.

Students who remain inactive for more than one year, that is, more than four consecutive registration periods, will be considered dropped from the program. Students are given a total of five years from the time of admission to complete their master's degree and therefore may seek reinstatement any time prior to the lapse of that total time period. An administrative fee (the reinstatement fee of \$50) is charged. The student's record at Nova Southeastern is evaluated. The student will be required to meet the standards for admission, matriculation, and graduation currently in effect at the time of reinstatement. Students must submit their application for reinstatement with the reinstatement fee, which is nonrefundable and which does not guarantee reinstatement. Denials of reinstatement occur primarily in cases where the student left the program while on academic probation and where the administration believes that the student will not be able to overcome his or her academic deficiencies.

International Students

International students who intend to reside in the United States and who are required to obtain an I-20 **must** be full-time degree-seeking students and **must** attend the main campus in Fort Lauderdale, Florida. For further information contact the International Student Advisor, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314, or telephone (305) 370-5695 or call toll free: (800) 541-6682, Ext. 5695.

Study Format

The school calendar operates year round, and the average student enrolls for two courses a term, which runs for three months. Classes are scheduled approximately every second or third weekend during a term for five weekends of classes. There are two sessions scheduled each class weekend. Most courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four terms, and the average student is able to satisfy all course requirements in about one and a half to two years. A master's project or workshop may be completed in one additional term.

NOTE: Full-Time students see page 11.

Attendance Policy

Students must attend classes on a regular basis. It is strongly suggested that students clear any anticipated absences with instructors (or the program office, if an instructor is not available) in advance. Additional work may be required by an instructor for any absence. Excessive absences will result in a failing grade. Instructors are required to take attendance at each class session and submit rosters to the administration following each class weekend.

Transfer Credits

The University will accept up to 6 semester credits or 10 quarter credits of work (with a grade of not less than a "B") from an accredited program of graduate study at another institution, provided those graduate credits have not been applied toward another degree and the course content is the equivalent of courses

offered in this program. Applications for approval of graduate transfer credits must be made in writing to the department, and students are advised to receive recognition for this work at the time of admission. Students may not transfer credits taken after the first registration in any Nova Southeastern master's program. Credits earned at Nova Southeastern University are transferable only at the discretion of the receiving school.

Grading and Academic Probation Policies

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms, or blocks. If probation is not removed at the end of two terms, the student may be suspended from the program. For veterans and other persons eligible for Veterans Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits. A student may petition for reinstatement after six months, explaining the reasons why the cause of academic difficulty has been removed. At that time the student will speak with an adviser and the reinstatement petition will be considered. Students who have a reason to believe that there has been an error in assigning a grade may formally protest and invoke the Grade Appeal Procedure. When submitting written work, students are required to sign a statement verifying the authenticity of authorship. Students are permitted to retake courses, at their own expense, in which a grade of "C" or lower has been earned. Retaking of courses does not remove the entry of the earlier registration and grade earned from the student's official transcript; however, the highest grade earned in a course will be computed as part of the GPA, thus enabling students to improve their grade point average.

Grading System

The grading system for the master's program is as follows:

GRADE		QUALITY POINTS
A	Excellent	4.0
B+	Very Good	3.5
B	Good	3.0
C+	Acceptable	2.5
C	Poor	2.0

F	Failure	0.0
I	Incomplete	Given when most but not all course work has been completed. Must be requested from the instructor. An incomplete grade contract must be executed and signed by student, instructor, and Program Director.

Progress Report

Students will receive progress reports following each term in which they register for classes. This report will indicate the current status of grades and earned semester hours for all courses completed and/or attempted. The master's program office maintains an up-to-date progress report on each student.

Incomplete Grade Make-Up

Students who receive a course grade of I have one term or three months in which to make up the I. There is a charge of \$20 to process the grade from I to the grade earned. This charge will automatically be posted to the student's financial records in the Comptroller's Office. At the end of the six months following receipt of a grade of I, the I becomes an IW (Incomplete Withdrawal). Credit for the course may be earned only by retaking the course at full tuition charge.

Grade Appeal Procedure

The grade appeal procedure for students is itemized below and should be followed in all instances, making sure each step is fully exhausted before going to the next step. This procedure must be initiated within one month of receipt of the grade in question.

- Step 1: The professor should be contacted to discuss the grade disparity. (The problem should be resolved at this level if at all possible.)
- Step 2: The student must appeal in writing to the professor noting specific objections to the grade received. The professor must respond in writing, giving justification for the grade given. Copies of both communications should be forwarded to the Program Director.
- Step 3: An appeal committee will be appointed to mediate the dispute. The committee will review both written and oral arguments in the case. The

committee consists of: one administrative officer of the program, one faculty member who teaches in the program, and one student who is currently enrolled in the program.

Step 4: The student and professor will be informed of the committee's decision, and barring no written objections by either party, the recommendation of the committee will be accepted.

Step 5: If written objections are received within 10 days, the matter will be referred to the Dean of the School for review and resolution.

All nongrade student grievances must be made in writing to the Dean.

Student Costs*

Application Fee	\$ 40
Registration Fee (per term)	\$ 20
Reinstatement Fee	\$ 50
Graduation Fee (excluding cap and gown)	\$ 65
Incomplete Grade Fee	\$ 20
Interrupted Studies Fee	\$ 25
First Late Registration Fee	\$ 15
Second Late Registration Fee	\$ 50
Student Activity Fee (per term on-campus students only) ..	\$ 10
Prerequisite Challenge Exams	\$ 50
Tuition: Graduate (per credit)	\$ 370
Tuition: Program Foundation Courses	\$ 375

**Tuition and fees are subject to change without notice.*

In order to avoid confusion on the matter of fees, students are invited to discuss the matter with a staff member in the program office. The Late Registration Fee is charged anytime payment is received by the school after the closing date for regular registration. The Interrupted Studies Fee is charged to students who do not register for coursework for two terms and are therefore removed from the active student roll. The Reinstatement Fee is a charge to reactivate students who have not enrolled in courses for over one year. Payment of this fee does not guarantee reinstatement.

Student fees are due and payable at the beginning of each term. In the event extreme circumstances necessitate the deferment of partial tuition, the student must contact the Comptrol-

ler's Office and make individual arrangements. The program office will assist students in any manner possible to facilitate the processing of financial aid papers.

Financial Aid

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books, as well as indirect educational expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student and his or her family. Financial aid is available to "fill the gap" between the cost of education and the amount the family can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be: accepted for admission into a University program; eligible for continued enrollment; a United States citizen, national or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with the University's policy on satisfactory progress for financial aid recipients.

For information on sources of aid and for application forms, please contact:

Nova Southeastern University
Office of Student Financial Aid
3301 College Avenue, Parker Building,
Fort Lauderdale, Florida 33314
(305) 475-7410
Dade County: (305) 940-6447, Ext. 7410
Toll-free: (800) 541-6682, Ext. 7410

VA Benefits

All programs described in this catalog are approved for the training of veterans and other eligible persons by the Bureau of State Approval for Veteran's Training, Florida Department of Veteran's Affairs. Eligible veterans and veterans dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314 or telephone (305) 370-5685 or call toll free (800) 541-6682, Ext. 5685.

Veterans Administration Requirements

Satisfactory Progress: Students receiving veterans' benefits are required to maintain satisfactory progress at all times while they are enrolled at Nova Southeastern University. The VA will terminate the benefits of any veteran who fails to maintain satisfactory work as determined by the program in which the student is enrolled. The Nova Southeastern University VA representative has a duty to report to the Veterans Administration unsatisfactory progress of any student receiving veterans' educational benefits.

In this regard, it is the responsibility of the student to report to the VA representative any or all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that, if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment in addition to possible criminal penalties.

Nonpunitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws, receives an incomplete grade (see below), or completes but receives a grade for the course that is not used in computing requirements for graduation. At Nova Southeastern University, these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and W-Withdrawal. If a student receives one or more of these grades and veterans' benefits have already been paid, the student will be required to make repayment to the Veterans Administration.

If a student receives a grade of I, it will not be reported immediately to the Veterans Administration Regional Office in St. Petersburg, Florida. In keeping with Nova Southeastern University policy, the student will have a prescribed time within which the I must be removed and a satisfactory grade entered in its place to receive credit. The student should consult the program catalog to determine the specific amount of time allowed to make up an I grade. If the I is not removed within that time, the grade will be reported to the Veterans Administration Regional Office with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add): Each time a veteran withdraws from or adds a course, he or she must notify the Nova Southeastern University VA representative. Changing

the number of credits will, in many cases, affect a student's rate of pay. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance: Any student attending Nova Southeastern University while receiving veterans' benefits is required to attend classes regularly. In the event a student is administratively withdrawn from a program because of poor attendance, the Veterans Administration Regional Office will be notified and the student's benefits will be terminated. In addition, the student will be liable for any overpayment as a result of unsatisfactory attendance.

Transcripts/Credit for Prior Training: The Veterans Administration requires Nova Southeastern University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest promptly to provide the program office with ALL transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing veterans' benefits.

Withdrawal and Refund Policy: Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student within 10 days of signing the registration agreement or when payment is required.

In addition, students will receive a full refund of tuition payments, and registration/application fees paid if they do not meet minimum admissions requirements or for a cancelled course, seminar, workshop or a cluster that does not begin.

After the first day of instruction, students who inform the program director of their intention to withdraw will be entitled to a tuition refund based on the following schedule: during the first 70% of a course, seminar, workshop, or summer institute, a withdrawing student will receive a refund for the percentage of time not attended (the minimum refund would be 40%).

Refunds will be made within 30 days after the effective date of withdrawal.

Example: Student attended two classes (6 clock hours) of a ten-class (30 clock hour) course, for which the charge was \$1110.

Based on no. of classes

$10 - 2 = 8$ classes not attended

$8 \times 10 = 80\%$ of the term not completed

$80\% \times \$1110 = \888.00 refunded

Based on clock hours

$30 - 6 = 24$ hours not received

$24 \div 30 = 80\%$ clock hours not completed

$80\% \times \$1110 = \888.00 refunded

This policy is designed to meet or exceed refund requirements of various states, e.g. California, South Carolina, Washington, Indiana, and Florida.

Housing

Located on the main campus is the Davie Living Complex. Three buildings of 90 one- and two-bedroom unfurnished apartments are available for graduate and married students. In addition, there is a five-story building of 90 furnished apartments available for undergraduate and other students. Apartments are leased on an annual basis. Monthly rental includes utilities and central air conditioning. Rates will be furnished when accommodations are offered.

Interested students are invited to obtain further information from: Housing Office, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314. Housing is limited by program and availability. Applications for housing for the fall term should be submitted prior to May 31.

Family Tuition Plan

The department offers special tuition consideration when two or more members of an immediate family are enrolled in any of the programs at the master's level in the School. A 50% discount is applied to the registration with the lowest number of classes.

This does not apply to students receiving corporate tuition reimbursement. We reserve the right to require proof of financial support.

Graduation Requirements

In order to be eligible for graduation, the students must fulfill the following requirements:

1. Completion of all admission requirements;
2. Satisfaction of all program foundation courses;
3. Maintenance of a minimum 3.0 GPA for coursework taken;
4. Completion of all required coursework;
5. Completion of thirteen (13) courses for thirty-seven (37) hours of credit and/or the special requirements of any major; and
6. Satisfactory completion of either the master's project or the workshop substitution option. The master's project carries four (4) credits; the workshop option carries four (4) credits.

Time Limit

The time limit for all master's programs is five (5) years. A reinstatement fee of \$50 per year will be charged beginning one



year after the completion of last coursework. Students may petition the program office for an extension of the time limit, which will be granted only rarely and for extenuating circumstances. Individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program.

Credential File Services

Nova Southeastern University operates a credential file service for its graduates. To utilize this service, graduates can request additional information and the required application material from Credentials, Nova Southeastern University Alumni Office, 3301 College Avenue, Fort Lauderdale, Florida 33314.

Faculty

The full-time faculty of the School of Business and Entrepreneurship is augmented by outstanding national lecturers. Their qualifications in teaching, research, publications, and consulting fields of management are the best available. The core of full-time faculty is based on the Fort Lauderdale campus. Many of our faculty have worked with the school's programs since they were begun several years ago, providing experience and continuity to the program. Those interested in knowing about the faculty may contact the department; resumes for all faculty members are available in the program office.

Advising*

All required paperwork for admission to the master's programs may be processed through the mail. Advising is strongly recommended but not mandatory. During the advising process, prospective students will be told which requirements for acceptance are lacking, and a tentative schedule for the entire program will be prepared. Thereafter, registration for each new term is routine and may be submitted through the mail. As long as there are no changes in the original proposed schedule, it will not be necessary to see an adviser, but one will be available. An adviser can be seen anytime by scheduled appointment. During the registration

period for each term, advisers are available on a full-time basis. Students must pick up course syllabi and purchase books at the time of registration in order to be prepared for their first class. An adviser must be seen if courses are taken in a sequence different from the required one.

*Full-Time students see page 11.

Procedures for Resolving Allegations of Misconduct

The procedure for the disposition of allegations of misconduct follows:

- Step 1. Allegations must be made in writing to the Program Director by a cluster coordinator, faculty member, or student. All pertinent factors, witnesses, events, and evidence should be included in the allegations. The person bringing the allegations should use the best judgment in gathering evidence at the time of the apparent misconduct.
- Step 2: If the allegations constitute "probable cause" to proceed, the Program Director will notify the accused in writing that an inquiry will be undertaken.
- Step 3: An investigator will assemble all pertinent documentary evidence and statements from witnesses. This will include, if possible, a written statement from the accused in response to the allegations. The investigator will consider all the evidence and recommend action to the Dean, citing the pertinent evidence. When misconduct is indicated beyond reasonable doubt, the penalties may be admonition, suspension, or expulsion.
- Step 4: A report of the investigation will be provided to the accused. The accused may acquiesce in the recommendation, or he or she may submit a written response to the Program Director for the master's programs, contesting the recommendation and asking for a hearing. Failure of the accused person to respond within 20 days shall be construed as

acquiescence in the report of the investigation. If a hearing is requested, the Dean may appoint a committee consisting of faculty and program participants or program graduates. Following the response of the accused and the report of the hearing committee, the Dean will decide on the action to be taken.

Misconduct may include the following types of activities:

1. Plagiarism
2. Collaboration on examinations or assignments expected to be individual work
3. Use of any source to prepare program work without specific attribution (as a general rule, analysis is to be the participant's own work; data may be used that are collected with the help of others, if properly acknowledged)
4. Cheating (giving or receiving help during examinations, transmitting examination questions to other participants, or falsifying any records including assessments and admissions materials)
5. Behavior that is flagrantly disruptive to the effective operation of the program
6. Behavior that is clearly unprofessional or unethical or that reflects adversely on the Nova Southeastern program or the professional community
7. Behavior that violates the general understanding of the proper conduct for graduate students.

Calendar for Master's Programs

Calendar 1996

TERM I SEQUENCE I SEQUENCE II

Session 1	Jan.	5, 6	Jan.	12, 13
Session 2	Jan.	19, 20	Jan.	26, 27
Session 3	Feb.	9, 10	Feb.	16, 17
Session 4	Feb.	23, 24	March	1, 2
Session 5	March	8, 9	March	15, 16

TERM II

Session 1	Apr.	12, 13	Apr.	19, 20
Session 2	Apr.	26, 27	May	3, 4
Session 3	May	10, 11	May	17, 18
Session 4	May	31, June 1	June	7, 8
Session 5	June	14, 15	June	21, 22

TERM III

Session 1	July	5, 6	July	12, 13
Session 2	July	19, 20	July	26, 27
Session 3	Aug.	2, 3	Aug.	9, 10
Session 4	Aug.	16, 17	Sep.	23, 24
Session 5	Sep.	6, 7	Sep.	20, 21

TERM IV

Session 1	Oct.	4, 5	Oct.	11, 12
Session 2	Oct.	18, 19	Oct.	25, 26
Session 3	Nov.	8, 9	Nov.	15, 16
Session 4	Nov.	22, 23	Dec.	6, 7
Session 5	Dec.	13, 14	Dec.	20, 21

Calendar 1997

TERM I	SEQUENCE I	SEQUENCE II
Session 1	Jan. 10, 11	Jan. 17, 18
Session 2	Jan. 24, 25	Jan. 31, Feb. 1
Session 3	Feb. 14, 15	Feb. 21, 22
Session 4	Feb. 28, Mar. 1	March 7, 8
Session 5	March 14, 15	March 21, 22

TERM II

Session 1	Apr. 4, 5	Apr. 21, 22
Session 2	Apr. 18, 19	Apr. 25, 26
Session 3	May 2, 3	May 9, 10
Session 4	June 16, 17	May 30, 31
Session 5	June 6, 7	June 13, 14

TERM III

Session 1	July 11, 12	July 18, 19
Session 2	July 25, 26	Aug. 1, 2
Session 3	Aug. 8, 9	Aug. 15, 16
Session 4	Aug. 22, 23	Sep. 5, 6
Session 5	Sep. 12, 13	Sep. 19, 20

TERM IV

Session 1	Oct. 3, 4	Oct. 17, 18
Session 2	Oct. 24, 25	Oct. 31, Nov. 1
Session 3	Nov. 7, 8	Nov. 14, 15
Session 4	Nov. 21, 22	Dec. 5, 6
Session 5	Dec. 12, 13	Dec. 19, 20

THE MASTER OF ACCOUNTING PROGRAM

The Nova Southeastern University Master of Accounting Program is designed for professionals working in the various areas within the discipline of accounting. The program recognizes that, at this time, there is a strong trend toward specialization. Accordingly, required courses are kept to a minimum and concentrations are available.

Any concentration consists of six electives and six required courses.

There is also a Special Purpose concentration that allows the student to select, in addition to the required courses, any six accounting electives that will enhance her or his interests and/or career.

Students may select one or two non-accounting master's level electives with the prior permission of the director of the Master of Accounting Program.

The Curriculum

The Master of Accounting Program advises all main campus students to register for their elective courses after they have completed their required courses. However, at off-campus clusters, students should start with those courses currently being offered. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

REQUIRED COURSES		Credits
GMP 5713	Accounting Theory	3
GMP 5725	Financial Statement Analysis	3
GMP 5731	Accounting Information and Control Systems	3
GMP 5733	Advanced Managerial Accounting	3
GMP 5761	Taxation of Individuals	3
GMP 5762	Taxation of Corporations and Partnerships	3
GMP 5199	Values-Based Leadership	<u>1</u>
	Elective Courses	18
Total	37

ELECTIVE COURSES:
PUBLIC ACCOUNTING CONCENTRATION

GMP 5715	Auditing	3
GMP 5716	Governmental Auditing	3
GMP 5717	Auditing for Fraud	3
GMP 5751	EDP Auditing	3
GMP 5753	Fund Accounting	3
GMP 5756	International Accounting I	3
GMP 5757	International Accounting II	3
GMP 5768	Taxation: Advanced Topics	3
GMP 5769	Tax Planning and Research	3
GMP 5781	Business Law I	3
GMP 5787	Business Law II	3

TAX ACCOUNTING CONCENTRATION

GMP 5751	EDP Auditing	3
GMP 5763	Taxation of Estates, Trusts, and Gifts	3
GMP 5764	Taxation of Pensions and Profit-Sharing Plans/Tax-Exempt Organizations	3
GMP 5766	International Taxation/Tax Policy and Contemporary Issues	3
GMP 5767	State of Florida Taxes/IRS Practices and Procedures	3
GMP 5769	Tax Planning and Research	3

MANAGERIAL ACCOUNTING CONCENTRATION

GMP 5015	Management Ethics	3
GMP 5020	Organization Behavior and Development	3
GMP 5040	Quantative Methods for Decision Making	3
GMP 5080	Managerial Finance	3
GMP 5735	Controllership	3
GMP 5736	Internal Auditing/SEC Accounting	3
GMP 5737	Budgeting and Profit Control	3
GMP 5751	EDP Auditing	3
GMP 5753	Fund Accounting	3

GMP 5756	International Accounting I	3
GMP 5757	International Accounting II	3
GMP 5768	Taxation - Advanced Topics	3

FINANCIAL PLANNING CONCENTRATION

GMP 5790	Introduction to Financial Planning	3
GMP 5791	Risk Management	3
GMP 5792	Investments	3
GMP 5793	Tax Planning and Management	3
GMP 5794	Retirement Planning and Employee Benefits	3
GMP 5795	Estate Planning	3

AUDITING CONCENTRATION

GMP 5715	Auditing	3
GMP 5716	Governmental Auditing	3
GMP 5717	Auditing for Fraud	3
GMP 5736	Internal Auditing/SEC Accounting	3
GMP 5751	EDP Auditing	3

SPECIAL PURPOSE CONCENTRATION

Any six (6) of the above courses	18
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Program Objectives

- The Nova Southeastern University Master of Accounting program is an innovative curriculum featuring learning and delivery systems designed for adult working professionals in the field of accounting, as well as entry-level students interested in developing a career in the field of accounting.
- The program curriculum is designed to provide students with greater depth and breadth in professional courses in accounting than is possible in a master's of business administration program.
- The program is intended to prepare students to enter or further careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice.
- The program includes courses utilizing modern computer applications in accounting procedures and general business.

Program Philosophy

The Master of Accounting program emphasizes concepts, skills, and methodology vital to the accounting profession for those students interested in public accounting, or corporate, or institutional accounting. The curriculum includes courses that provide a managerial perspective to the accounting profession, knowledge that is increasingly vital to corporate economics. The overriding goal of the program is to provide the technical and other skills that successful accountants need and use as preparers of financial reports and as decision makers.

Program Schedule

- The program utilizes the nontraditional weekend format with class meetings on Friday evenings and Saturdays.
- Classes are scheduled in 13-week terms, with each course meeting every second or third weekend.
- Students frequently enroll in two courses per term. The entire degree program may be completed in as few as 18 months.
- Courses are scheduled on a rotating basis enabling new students to enter the program in any of the four terms of instruction scheduled each year.

Faculty

All Master of Accounting courses are conducted by professors with advanced academic qualifications and extensive practical experience in the field of accounting. A national core of adjunct faculty augments Nova Southeastern's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate indepth discussion across the broad spectrum of accounting issues. A special effort is made to integrate practical with theoretical points of view.

Degree Requirements

To complete the Master of Accounting program, a student is required to complete successfully 37 credit hours of study. The curriculum contains a common core of six required courses. Six additional courses are selected from accounting electives offered by the program, enabling a student to focus his or her study on areas of greatest interest and professional need. A student must attain a minimum grade point average of 3.0 in order to receive the Master of Accounting degree.

Advising

Program and career advisers are available through the School of Business and Entrepreneurship. Please call (305) 476-1947 or toll free (800) 672-7223, Ext. 1947, for an appointment or further information about the Master of Accounting program.

Program Admission Requirements

Applicants must have or provide:

1. A baccalaureate degree from a regionally accredited college or university
2. A concentration in accounting at the undergraduate level or the following undergraduate courses: principles of accounting, intermediate accounting, cost accounting, advanced accounting, and computer literacy*
3. A DOS-operated computer with a modem
4. A satisfactory performance on the Graduate Management Admissions Test (GMAT) or Prepare a portfolio that meets the Schools's guidelines and standards. This option requires that the student have a minimum of five (5) years' management and decision-making experience
5. A 500- to 1,000-word essay explaining their professional experience and/or goals and how it is believed the degree program being applied for will contribute to personal and professional development
6. Three letters of recommendation
7. A basic understanding of elementary statistics, data processing, and mathematics
8. A completed application form accompanied by a \$40 nonrefundable application fee

Transfer policy

Master of Accounting applicants are permitted to transfer up to six credits (two courses) from work completed in master's programs at other regionally accredited institutions, provided they have not been applied toward a previously earned degree. The credits in question must have been completed within the last five years with a grade of "B" or better and bear an equivalent

*For students who wish to enter the Master of Accounting program and who meet all of the admission requirements except number 2 above, Nova Southeastern University offers a special sequence of courses designed to meet that requirement.

course content and level to the Nova Southeastern coursework. Application for transfer credit must be made at the time of admission to the program.

Class Cancellations

Classes with insufficient enrollments are subject to cancellation.

CPA Educational Requirements (Florida)

Listed below are the Florida educational requirements that an applicant needs to qualify as a candidate for the Certified Public Accountant's (CPA) examination. The applicant must:

- Be a graduate of a regionally accredited undergraduate institution (the Florida Board of Accountancy has listed its acceptable regional accrediting agencies)
- Have 10 courses (30 semester hours) above the minimum courses required at his or her undergraduate institution (these need not be graduate courses, but most candidates take graduate courses and complete their graduate degrees)
- Have 12 courses (36 semester hours) of accounting above the principles of accounting level. These must include:
 - 2 courses (6 semester hours) in taxation
 - 2 courses (6 semester hours) in auditing
 - 4 courses (12 semester hours) in financial and cost accounting
 - 4 courses (12 semester hours) of accounting elective
- Have 2 courses (6 semester hours) of business law.
- Have 13 courses (39 semester hours) in general business. These must include 7 courses (21 semester hours) at the upper division level.

Nova Southeastern advisers will be delighted to review each applicant's transcript(s) and help plan a program that does not contain duplicated courses and that should meet Florida educational requirements. The Florida Board of Accountancy does a complete analysis of all transcripts submitted by each CPA examination candidate and, of course, is the final authority.

The board's address is:

Florida Board of Accountancy
2610 NW 43rd Street, Suite 1A
Gainesville, Florida 32606
(904) 955-2165

CMA Requirements

Admission to the CMA (Certified Management Accounting) program requires that the applicant be of good moral character, agree to abide by the Standards of Ethical Conduct for Management Accountants, be employed or expect to be employed in management accounting, and meet one of the following measures

of educational attainment:

1. Hold a baccalaureate degree in any field of study from a regionally accredited college or university. Degrees from foreign institutions must be evaluated by an independent agency.
or
2. Achieve a score on either the Graduate Record Examination or the Graduate Management Admission Test satisfactory to the Credentials Committee of the ICMA.
or
3. Hold a CPA certificate or professional qualification comparable to the CMA or CPA issued in a foreign country.

In addition to passing the CMA examination, a candidate for the certificate must have two continuous years of professional experience in management accounting. The experience requirement may be completed prior to or within seven years of the date the CMA examination is passed. Professional experience is employment in positions at a level at which judgments are regularly made that employ the principles of management accounting.

All inquiries regarding the CMA program should be addressed to:
Institute of Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1759
(201) 573-6300

The CFP Program

CFP and Certified Financial Planner are certification marks of the International Board of Standards and Practices for Certified Financial Planners (IBCFP). Nova Southeastern University's program meets the standards promulgated by the IBCFP and students enrolled in the financial planning courses will be allowed to sit for the CFP examinations.

The right to use the marks CFP and Certified Financial Planner is granted by the IBCFP to those persons who have met its rigorous educational standards, passed the IBCFP Certified Financial Planner Examinations, satisfied a work experience requirement, and agreed to the IBCFP Code of Ethics. Only persons registered with the IBCFP are permitted to sit for CFP examinations. CFP certificates are issued only by the IBCFP.

CFP Requirements

The International Board of Standards and Practices for Certified Financial Planners (IBCFP) certification requirements can be summarized under the following headings:

- **Education**

A candidate must enroll in a college or university that has registered its financial planning program with the IBCFP.

- **Examination**

The CFP examination is composed of six separate parts. Currently, CFP candidates take one or two parts of the examination at one sitting after they have completed the appropriate course work. To become a CFP, a candidate must pass all six parts of the examination.

- **Experience**

Before the candidate can obtain certification, he or she must have at least three years' full-time (or equivalent part-time) relevant work experience in situations that require the active use of knowledge, skills, and abilities taught in the financial planning concentration. The experience requirement for those who complete the Master of Accounting Program concentration in financial planning is reduced to one year.

- **Ethics**

CFP candidates must agree to uphold the IBCFP Code of Ethics and affirm this by signing the IBCFP Declaration. Candidates are also required to disclose any investigations or legal proceedings related to their professional or business conduct.

CFP Certificate Program

Students may choose to enroll in the CFP certificate program. The student must have a bachelor's degree. Graduate credits will be awarded and CFP courses can be applied toward Nova Southeastern's Master of Accounting degree.

All inquiries regarding the CFP program should be addressed to:

International Board of Standards and Practices
for Certified Financial Planners (IBCFP)
1660 Lincoln Street, Suite 3050
Denver, Colorado 80264
(303) 830-7543

Division of Public and Social Services Administration

THE INSTITUTE FOR HEALTH SERVICES ADMINISTRATION

The Institute for Health Services Administration provides degree and nondegree educational programming for professionals in the health care industry. Institution-based training programs, public awareness seminars and symposia, and the Master of Science in Health Services Administration constitute this Institute's offerings. The programs are delivered on campus, as well as on-site in health care facilities in South Florida and throughout the state.

MASTER OF SCIENCE IN HEALTH SERVICES ADMINISTRATION

Program Objectives

The Nova Southeastern University M.S./H.S.A. degree program is an innovative program featuring learning and delivery systems designed for adult working professionals who desire to increase their management effectiveness. The program curriculum consists of management courses and specialized courses in the health services field. Students who have practical health services experience complete their degree, after satisfying coursework requirements, by writing a four-credit research project or by participating in a weeklong workshop, dealing with productivity improvement, on the main campus. An internship is also available.

Students without previous health services experience complete their degree, after satisfying course work requirements, by serving an internship.

Program Philosophy

The program emphasizes an activist, interventionist mission to serve the professional, developmental, and educational needs of a broad segment of public and private sector health service institutions. The overriding goal of the program is to enhance the administrative effectiveness and productivity of managerial and premanagerial personnel.

Program Schedule

The program utilizes the nontraditional weekend format with class meetings on Friday evenings and Saturdays, both on campus and at locations convenient to the student's home. Classes are scheduled in 13-week terms. Classes for each course meet every second or third weekend. Students generally enroll in two courses per term. The entire degree program may be completed in as few as 21 months. Courses are scheduled in logical sequence so that a student is able to track her or his entire program at the time of admission to the program. The program can be delivered on location to a minimum of 25 students.

The Curriculum

Students may enroll in courses in any order. Courses are typically scheduled on a rotational basis as listed, with the exception of certain courses that are required in other master's degree programs, which are offered every term or every other term, such as Organizational Behavior and Development and Microcomputer Applications in Management.

GMP 5020	Organizational Behavior and Development
GMP 5030	Human Resource Management
GMP 5420	Ethical and Legal Issues in Health Services
GMP 5443	Economics of Health Services
GMP 5440	Health Policy Development
GMP 5430	Health Administration and Management
GMP 5471	Planning, Budgeting, and Control in Healthcare
GMP 5445	Health Research and Evaluation
GMP 5951	Management Information Systems for Health Administration
GMP 5447	Principles of Managed Care
GMP 5081	Health Care Finance
GMP 5091	Strategic Management of Health Care Organizations
GMP 5109	Internship, or
GMP 5100	Master's Project, or
GMP 5102	Productivity Improvement

Faculty

All M.S./H.S.A. courses are taught by professors with advanced academic qualifications as well as practical experience in the health service field. A national core adjunct faculty augments Nova Southeastern's full-time professional staff. The diverse backgrounds and years of experience of the faculty facilitate in-depth discussion across a broad spectrum. A special effort is made to integrate practical with theoretical points of view.

Degree Requirements

To complete the M.S./H.S.A. program, a student with health service experience is required to complete successfully 40 specified credit hours of study. A master's project or capstone workshop dealing with productivity improvement is included in the 40 credits. A student without any health service experience enrolls in an internship.

MASTER OF PUBLIC ADMINISTRATION

Program Objectives

The Nova Southeastern University Master of Public Administration (M.P.A.) degree program is a dynamic program featuring learning and delivery systems designed for practitioners of public administration who wish to enhance their management effectiveness. The program curriculum contains a common core of five required courses, and the seven remaining courses emphasizing various aspects of public policy making. Academic thrust of the master of public administration program leads the student to greater appreciation of the significance of sound managerial practices in the public domain. The student completes his or her degree program by writing a four-credit-bearing analytical research project, or by participating in a weeklong workshop dealing with productivity improvement skills and techniques, or by serving as an intern in a government agency.

Program Philosophy

The Master of Public Administration program emphasizes a three-fold series of concerns for the professional public administrator: academic growth, analytical proficiency, and professional managerial development. The program focuses on the enhance-

ment of a student's familiarity with ideas and concepts relating to public policy analysis and finance; the program builds student competencies in the techniques of modern management; and the program enhances student sensitivity to issues relating to elements of a public management ethic.

The Curriculum

To ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

GMP 5012	Management: Theory and Application
GMP 5020	Organization Behavior and Development
GMP 5905	Microcomputer Applications in Business
GMP 5030	Human Resource Management
GMP 5040	Quantitative Methods in Management
GMP 5050	Managerial Economics for Decision Making
GMP 5082	Public Administration Theory and Practice
GMP 5450	Public Administration: Theory and Practice
GMP 5460	Administrative Law
GMP 5470	Planning, Budgeting, and Control
GMP 5480	Public Policy Analysis and Procedure
GMP 5495	Leadership in Public Administration
GMP 5100	Master's Project or
GMP 5109	Internship

MASTER OF SCIENCE IN MEDICAL MANAGEMENT

Goals and Objective of Medical Management Program

"Business as usual" has long had a resounding ring of stability among physicians these past 50 years. Medical services were provided; bills were paid with regularity so that physicians could concern themselves with quality patient care. During the past decade the healthcare systems have dramatically changed - some say coming apart. Today physicians concern themselves with motivating staff to achieve common goals; they analyze new contractual arrangements with hospitals and managed care companies.

The executive master's program in medical management addresses the skills and develops latent abilities physicians and senior level administrators need to be successful in the American health care delivery systems. Today's manager needs a broad knowledge of administration, organizational development, TQM, outcome studies, quality of care issues, finance, and marketing. They must be prime communicators to develop policies and to assure their implementation.

The medical management program addresses these skills and qualities in its curriculum by emphasizing four major concepts: (1) the emerging roles of health care systems (hospitals, managed care entities, employers); (2) the changing roles of health care providers and their relationships with one another (physicians, allied health professionals); (3) the development of health policy analysis and advocacy skills; and (4) planning, budgeting, finance, and control measures.

The bottom line of any effective graduate management program is developing the skills to participate in the real world of health care by being a part of a healthcare delivery team. Students will learn the uses of the computer to organize and transmit information in data bases, to understand healthcare economics for value, price, and cost decisions, to apply accounting and finance concepts, to financial statements, to understand the managed care setting as the healthcare systems shift from fee-for-service to capitation.

The executive master's program in medical management provides an over-all strategy to be successful in healthcare administration. The transition is best described in the model below:

FROM

Independence

Loners

Avoiding Financial Risk

Short Term Goals

Competing with Hospitals
and Other Physicians

TO

Interdependence

Team Members

Sharing Financial Risk

Long Term Strategies

Partnering with Hospitals
and Other
Physicians

Program Curriculum

The goals of the executive program are:

To improve communication skills;

To prepare medical, osteopathic, and podiatric physicians, dentists, and senior level administrators to be executives in health care organizations;

To analyze emerging roles and responsibilities of health care delivery systems;

To identify and examine roles and relationships among health care professionals based on emerging health care delivery systems;

To use accounting, financial, and management information systems to make decisions;

To provide guest lecturers who will present lectures and conduct discussions in special topics. Experts will be invited to address such topics as evaluating and sustaining patient satisfaction, evaluating managed-care plans, Medicare and Medicaid issues, and wellness and preventive medicine.

The Curriculum

GMP 5020	Organizational Behavior and Decision Making
GMP 5420	Ethical and Legal Issues in Health Administration
GMP 5430	Health Administration and Management (TQM)
GMP 5440	Health Policy Development
GMP 5443	Economics of Health Services
GMP 5447	Principles of Managed Care
GMP 5471	Planning, Budgeting, and Control
GMP 5475	Strategic Management of Health Care Organizations
GMP 5951	Management Information Systems for Health Administration
GMP 5952	Accounting and Financial Management of Health Care Organizations
GMP 5953	Special Topics in Medical Management
GMP 5954	Executive Internship

MASTER'S PROGRAMS COURSE DESCRIPTIONS

Key to Abbreviation for Courses

AC-	Required, M.Acc. Program
HR-	Required, M.S./H.R.M. Program
HSA-	Required, M.S./H.S.A. Program
HS-	Required, M.S./H.S. Program
IB-	Required, M.I.B.A. Program
MB-	Required, M.B.A. Program
MP-	Required, M.P.A. Program
PF-	Program Foundation Course
MM-	Required, M.S./MM Program
MSM-	Required, MSM Program
CFP-	Certified Financial Planner

Courses required for one program may be taken as electives in another program.

GMPF 4001 Computer Literacy (PF) 3 cr.

Introduction to computers provides knowledge of the use of computers and microcomputers in various business environments.

GMPF 4002 Cost Accounting (PF) 3 cr.

The role of cost accounting as a tool for managerial decision making; cost volume-profit analysis, job order costing, and absorption costing. Application of these skills to the overall operation of a business.

GMPF 4003 Intermediate Accounting I (PF) 3 cr.

A continuation and expansion of Principles of Accounting. The concepts underlying valuation, accounting for leases, and accounting for warranty costs; application of these concepts to financial statement presentation.

GMPF 4004 Intermediate Accounting II (PF) 3 cr.

A continuation and expansion of Intermediate Accounting I. The conceptual foundations of sources and applications of funds from both a cash and working capital basis, reporting earnings per share, and accounting for other selected transactions.

GMPF 4005 Advanced Accounting (PF) 3 cr.

A continuation and expansion of Intermediate Accounting II. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics.

GMPF 4009 Introduction to Fund Accounting (PF) 3 cr.

A survey of the fundamental principles of fund accounting for MPA and Human Services Administration students. It serves as a prerequisite for GMP 5470.

GMPF 5000 American Government (PF) 3 cr.

A survey of the fundamental principles of American government, as well as the institutions of governance: the presidency, Congress, judiciary, bureaucracy, political parties, elections, and interest groups. The course reflects a public policy orientation. Course satisfies program prerequisite of American government in M.P.A. program.

GMPF 5001 Introductory Accounting (PF) 3 cr.

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisites of financial accounting for the master's program.

GMPF 5002 Introductory Quantitative Analysis (PF) 3 cr.

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite for master's programs.

GMPF 5003 Introductory Economics (PF) 3 cr.

This course is designed to acquaint the student with economic issues of the day, e.g., inflation and recession as they impact on family and national income. Students shall recognize relationships between prices, wages, profits, and supply and demand as they influence daily lives. Course satisfies program prerequisite of economics for master's programs.

GMPF 5004 Introductory Psychology (PF) 3 cr.

Undergraduate basic concepts and methods; focuses on the individual and conditions that influence behavior. Covers biological foundations of behavior, growth and development, learning, individual differences, perception, and motivation. Course satisfies program prerequisite of psychology for master's programs.

GMPF 5005 Introductory Marketing (PF) 3 cr.

This is a survey of the essentials of marketing. Covers the nature of marketing and its environment, selecting target markets, marketing research, customer behavior, and forecasting sales. Emphasis on marketing strategy planning. Course satisfies the program prerequisite for master's programs.

GMPF 5006 Electronic Communication Competency (PF) 0 cr.

Through this course students will demonstrate competency in accessing the Nova Southeastern Mainframe via PC and modem; managing their online student accounts; using electronic mail to communicate with faculty, program administrative staff, and other students; online file creation and management; and accessing NSU's library and the Internet for course-supporting resources.

GMPF 5008 Principles of Finance (PF) 3 cr.

A survey of the essentials of finance and its environment. Financial management as it applies to organizations; ratio analysis; leverage; working capital management; capital budgeting; capital structure; and other concepts as they apply to business organizations. Course satisfies program prerequisite of finance for master's programs.

GMP 5010 The Political and Legal Environment of Organizations (EL) 3 cr.

Description and analysis of the business/government interface in the United States. The course covers the following areas: public goods and public policy, the actors in public policy games, ruling class domination in America, public policy and the public interest, the nature of the corporate economy in the United States, and the social responsibility of business in a democratic society.

GMP 5011 Community Needs and Social Support Systems (HS) 3 cr.

Explores the interrelation of economic, political, and social systems with community and individual needs. Identifies and explains these social services and networks available within the community.

GMP 5012 Management: Theory and Application (MB) 3cr.

This course will address the theories and techniques of management. It will emphasize practical applications to real situations in business, industry, health care, and government. All the contributions from the various schools of modern management will be studied. Each of the various functions of management will be considered in the light of the contemporary emphasis on contingency management. The impact of public opinion and computers will be addressed.

GMP 5015 Management Ethics: Legal and Social Dimensions (MB) 3 cr.

This course examines certain ethical principles and government regulation of business rules relevant to the graduate business student's managerial decision-making process. The major focus of the course is the ethical material that encompasses such subjects as the moral and social responsibilities of corporations, their moral audit, and workers' and consumers' rights. Regulatory topics treated are the Bill of Rights and business, labor legislation, employment discrimination, and consumer protection.

GMP 5020 Organization Behavior and Development (MB, HS, HSA, MM) 3 cr.

This course links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

GMP 5030 Human Resource Management (MB) 3 cr.

Personnel administration in the United States, emphasizing the development, management, and scope of personnel relations in the public services. Major topics covered include an overview of personnel management ideas prevalent in the United States; the structure of the public personnel system; recruiting and managing personnel; responsibility and control of personnel; and the future of personnel management.

GMP 5040 Quantitative Methods in Management (MM, HR, MB) 3 cr.

Topics to be discussed include probability theory, decision making using expected value criteria, sampling theory, forecasting, and simulation. Emphasis will be placed on managerial applications and the application of computer models where appropriate. Prerequisite: Undergraduate statistics or GMPF 5002.

GMP 5050 Managerial Economics for Decision Making (MB, MP) 3 cr.

The application of economic theory and quantitative methods to business decision making. Product demand, marginal pricing, competitive bidding, and allocation of resources. Prerequisites: GMP 5040 and undergraduate economics or GMPF 5003.

GMP 5052 Macroeconomics (IB) 3 cr.

This course will delve into the nature and components of aggregate demand. Students will become familiar with the determinants of fluctuations in the level of economic activity. In addition, they will learn to recognize the necessity for and relevance of macroeconomic policy.

GMP 5053 Comparative Economics (IB) 3 cr.

This course provides the criteria and the principles by which the existing work economic systems can be analyzed and evaluated. The analysis shall include the economic systems of the United States, Japan, China, U.S.S.R., France, and Sweden. The theory of market mechanism will be reviewed and any divergence from the market system will be evaluated.

GMP 5055 International Operations & Management, Part II (IB) 3 cr.

This course presents a comparative analysis of competition in the global market place. It provides opportunity for an assessment of the methods employed in the striving for long-term economic development and industrial and commercial strength. It covers macro and micro issues of industrial planning and national policy.

GMP 5060 Managerial Accounting (MB) 3 cr.

Effective managerial decision making and financial planning through accounting systems; performance evaluation; control of operations; capital budgeting and management of assets. prerequisite: Undergraduate accounting or GMPF 5001.

GMP 5070 Marketing Management (MB) 3 cr.

Planning the marketing effort and integrating it into the total operation of an organization; managing the marketing function. Prerequisite: Introductory Marketing or GMPF 5005.

GMP 5080 Financial Management (MB) 3 cr.

Fundamentals of capital building, cost of capital, optional capital structure, and rate of return analysis. How to evaluate and select corporate assets: an introduction to security evaluation; a consideration of dividend and capital structure. Prerequisite: Principles of Finance or GMPF 5008.

GMP 5081 Health Care Finance (HSA) 3 cr.

The fundamentals of health care finance are studied including, but not limited to, rate of return analysis, capital finance, long-term assets, inventory valuation and management, and financial forecasting. Students are expected to select and evaluate health care financial statements.

GMP 5082 Public Administration Finance (MP) 3 cr.

Topics to be discussed include the principles of long-term budgeting and planning for local financial health. Examines creative ways to stimulate long-term economic growth; presents capital budgeting strategies; and surveys potential future revenue sources. Also shows how to evaluate financial condition and assess financial practices and municipal services. Prerequisite: GMPF 5008.

GMP 5085 Financial Institution Management (MB) 3 cr.

This course examines the principles and techniques of managing assets and liabilities of financial institutions and corporations to maximize earnings while maintaining adequate liquidity and an acceptable level of risk. Prerequisite: GMPF 5008.

GMP 5090 Business Policy (MB) 3 cr.

Intensive scrutiny of the strategy employed by successful corporations in planning, selecting, and implementing objectives. Examples for analysis from assigned cases and the utilization of a simulation management financial analysis project are the key tools used. Prerequisite: Completion of all required courses and full matriculation.

GMP 5100 Master's Project - Weekend MBA and MIBA Programs (MB, IB) 4 cr.

The development and preparation of an independent research project. Prerequisite: Completion of all required courses and full matriculation.

GMP 5101 Master's Thesis - Full-Time MBA Program (MB) 4 cr.

The development and preparation of an independent research thesis. Prerequisite: Completions of all required courses and full matriculation.

GMP 5102 Productivity Improvement Workshop (MB) 4 cr.

In this workshop students will learn innovative techniques essential to improved productivity when applied in their organizations. The workshop will emphasize a set of practical operating guides that can lead to an increase in productivity through planning, evaluating, and motivating. Specific techniques will be addressed that can be incorporated into formal efforts of productivity improvement in any organizational environment. Students will learn how to conduct productivity audits and make productivity-effectiveness analyses. Students will apply practical solutions to existing productivity problems and become familiar with micro-computer applications that can enhance gains in productivity.

GMP 5105 Productivity Improvement Techniques (EL) 3 cr.

This course will focus on the techniques and practices that organizations and managers can employ to improve individual, work unit, and organizationwide productivity. The focus will be on process and output variables relative to capital, equipment, technology, supplies, materials, products, and services.

GMP 5108 Internship - Full-Time MBA and MIBA Program (4 cr.)

This program is designed to offer the student an opportunity to apply business concepts and principles that have been accumulated in the classroom to the business sector. The internship represents a total of 240 hours in an applied on-going visitation to a bonafide business entity where the student/intern will assume job accountabilities, enabling the student/intern to initiate the application of skills and knowledge in a chosen discipline within his or her interest field.

GMP 5109 Internship in International Business, Health Services Administration, or Public Administration (Field Placement) (IB/HSA/MP) 4 cr.

A supervised internship within the field of international business, health services administration, or public administration. The internship will be separate and distinct from the student's employment role.

GMP 5110 Field Experience (MIBA) 4 cr.

A supervised practical exercise focused on gaining understanding of the global business environment. Composed of two components beginning with an academic study of a specific foreign business environment that is followed by an organized visit and introduction to the foreign business community.

GMP 5165 International Accounting (IB) 3 cr.

Focus is on the evolution of the international dimension of accounting. Emphasis is placed on understanding the generally accepted accounting principles as they relate to the environment of the accounting system.

GMP 5190 Contemporary Issues in Management (EL) 3 cr.

This course will address those content areas that are of current importance to managers in public and private organizations. Students will be able to choose the topics they will study from among such issues as leadership, corporate wellness, intrapreneuring, the changing workforce, corporate culture, managing change, service economy, and the changing work force.

Prerequisite: GMP 5012 or GMP 5540.

GMP 5192 Leadership and Decision Making (MSM) 3 cr.

This course will focus on the theory and practical application of leadership as a high-order individual capacity. It will address the leader as a strategist who helps determine where the organization is to be directed and how it will get there. The content will begin with an identification of a set of leadership values and will include an examination of traits, power, authority, styles, and transformational leadership. Special consideration and attention will be given to decision making throughout the course.

GMP 5193 High Performance Management (EL) 3 cr.

This course will address the new literature on peak performance in managers. In addition, course participants will learn how to build a practical program for their own personal development. Content for this course will also include building a high achieving workforce and managing/motivating peak performers.

GMP 5194 Total Quality Management (MB, MSM) 3 cr.

This course addresses the design and implementation of total quality management (TQM) in manufacturing and service organizations. It will include content that addresses the key quality philosophies, techniques, and systems of Deming, Juran, Crosby, Ishikawa, and others who have made significant contributions to the field. Discussion of continuous improvement, SPC, JIT, QFD, concurrent engineering, cost of quality, and meeting valid customer requirements will be included. Case studies of successful TQM organizations will be presented.

GMP 5197 Contemporary Entrepreneurial Practices (MB) 3 cr.

This course will emphasize the economic and behavioral aspects of entrepreneurship. This will include, but not be limited to, start-up dynamics, male and female entrepreneurial behavior, success strategies, the venture capital marketplace, and entrepreneurial education. The course will include live case studies with individuals who have actually lived the entrepreneurial experience. This course will be presented in a four-day workshop format. Prerequisites: GMP 5012, 5020, 5030, 5040 and 5050.

GMP 5199 Values-Based Leadership (MB, HR, AC, IB) 1 cr.

This course will focus on Leadership as a process of moving an organization into the future within the context of a value set that is shared by all organization members. Leadership will be defined as those values-based actions that move an organization successfully toward its next iteration based upon rational and data-driven views of how an organization works.

GMP 5205 Managerial Environment (MSM, EL) 3 cr.

An integrated analysis of the major concepts, theories, functions, viewpoints, and corporate strategy of human resource management. The development of a theory for healthy organizations and how management personnel might reach this goal within today's environment. Prerequisite: GMP 5020.

GMP 5240 Advanced Organization Development (HR, MSM) 3 cr.

Materials, techniques, and models currently being used as part of intentional change strategies used to solve people problems that exist in organizations--for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations. Prerequisite: completion of all core courses.

GMP 5260 Labor Relations: Principles, Problems, and Cases (HR) 3 cr.

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint union-management relations. Prerequisite: GMP 5030.

GMP 5300 Career Development (HR) 3 cr.

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at the individual student who wants to improve his or her abilities as to aspiration and skills and with "real world" opportunities.

GMP 5320 Management Communications (HR, MSM) 3 cr.

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises to increase their communication skills.

GMP 5350 Managing Employee Indirect Compensation (EL) 3 cr.

Topics to be covered include the selection and management of various employee insurance needs: professional liability insurance, health and medical insurance, disability insurance, workmen's compensation, and ERISA, as well as pension, retirement, and profit-sharing plans. Prerequisite: GMP 5030.

GMP 5360 Human Resource Development (HR) 3 cr.

Topics to be covered include personnel planning; recruitment and selection; employee evaluations; performance appraisal and assessment centers; and training and development. Prerequisites: GMP 5012, 5020, and 5030.

GMP 5365 Seminar in Hiring and Developing Employees (HR) 3 cr.

This course focuses on the strategies and tools that HR professionals use to recruit, hire and retain employees. Specific attention will be paid to job placement, job design and job redesign. Human resource planning will also be discussed.

GMP 5375 Employee Health and Reward Systems (HR) 3 cr.

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied.

GMP 5380 Special Topic in Human Resource Management (HR) 3 cr.

- (1) Quality of Work Life
- (2) Second Career Decision and Midlife Change
- (3) Conflict Management--Team Management
- (4) Job Analysis, Job Design, and Job Enrichment
- (5) Incentive Systems and Incentive Contracting
- (6) Management Education and Training

GMP 5385 Organization Consultation (HR) 3 cr.

This course addresses the use of internal/external consultation processes in organizations. The framework of consultation as helping organizations reach a level of optimum performance will be utilized. Organizations will be treated as learning systems. Individual consulting styles will be analyzed.

GMP 5420 Ethical and Legal Issues in Health Services (HSA, AC, MM) 3 cr.

This course is a special topics course that will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to national health insurance, legal/ethical issues of health care, health regulation, and quality assurance.

GMP 5430 Health Administration and Management (HSA, AC, MM) 3 cr.

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models.

GMP 5440 Health Policy and Development (HSA, MM) 3 cr.

The course investigates the linkages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies, as well as other sociopolitical factors in health policy, will be examined.

GMP 5443 Economics of Health Services (HSA, AC, MM) 3 cr.

Every student will demonstrate an understanding of the laws and principles of economics at the micro and macro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

GMP 5445 Health Research and Evaluation (HSA) 3 cr.

This course introduces the student to basic concepts and principles of research. The student will be able to analyze typical research reports in the field and to prepare a research project.

GMP 5447 Principles of Managed Care (HSA, MM) 3 cr.

This course offers the acquiring and applying of principles of marketing to practical problems and situations in a variety of healthcare organizations. Among the assignments is developing and defending a market plan based on a strategic plan of the organization. Approaches to quality assessment of health services and cost constraints in a competitive environment are also analyzed.

GMP 5450 Public Administration Theory and Practice (MP, AC) 3 cr.

The study of public administration from the standpoint of linkages between the politics of administration and the techniques of public management. Specific topics include the nature of formal and informal organizations; organization environment relations; the bureaucratic environment; and administrative behavior and decision making.

GMP 5460 Administrative Law (MP, AC) 3 cr.

The examination of the public administrative environment from a legal perspective. The course deals with the Administrative Procedures Act and its impact on public administration. Selected topics include the administrative process; administrative procedure and judicial review; rules and rule making; discretion and its control; and tort liability of government and its office. A case law approach is followed in this course.

GMP 5470 Planning, Budgeting, and Control (MP, AC) 3 cr.

Fundamental principles of the tools of financial management and budget preparation in the public sector. Selected topics include revenue and expenditure policies; fiscal planning and budgeting; tax principles and policies; public indebtedness; fiscal control measures; and public policy evaluation from the perspective of alternative public budgeting systems.

GMP 5471 Planning, Budgeting, and Control in Healthcare (HSA, AC, MM) 3 cr.

This course offers a comprehensive overview of the management functions and planning, budgeting, and control from the perspective of the healthcare administrator. Emphasis will be placed on developing skills with a strong base in strategic planning, financial planning, and budget preparation. Prerequisites: accounting and finance.

GMP 5475 Strategic Management in Health Care Organizations (MM) 3 cr.

Students will use financial forecasting computer software to facilitate decision making about health care organizations. They will lead discussions about the interpretation of financial statements and ratios, administrative charges, and strategic planning. Pro forma models are extensively used.

GMP 5480 Public Policy Analysis and Procedure (MP, AC) 3 cr.

Description and analysis of techniques of public policy evaluation. Selected topics include distributive, regulatory, and redistributive public policies; the practice of policy evaluation; the application of quantitative methods of program evaluation; and the impact of politics on policy analysis. Case analyses are a component of this course.

GMP 5495 Leadership in Public Administration (MP) 3 cr.

This course enables students to present a variety of position papers, based on local government needs, before a panel of experienced public officials. The colloquium-style class enables students to improve their communication skills and to use knowledge and experience to improve effectiveness in local government.

GMP 5530 Money Market and Monetary Institutions 3 cr.

The function of financial intermediaries; the use of short-term debt and the effective management of cash resources; the nature of and risks involved in the use of short-term financing. Prerequisite: GMP 5080.

GMP 5540 Comparative International Management (IB, AC) 3 cr.

Management philosophies in the United States compared and contrasted with management philosophies in other countries. Historical and cultural development of management in Western Europe, the Mideast, and Asia.

GMP 5541 Comparative Financial Systems (IB) 3 cr.

This course reviews classical and neoclassical international trade theory and familiarizes the students with the major international financial institutions, their workings and their relationship to the conduct of international business and government policy making.

GMP 5542 International Economics (EL) 3 cr.

Focus is on the international financial environment in which business firms operate. It is tailored to students looking for careers in international banking, in international institutions, or with finance departments of corporations operating in world markets.

GMP 5550 Sales Management 3 cr.

The training, motivation, and effective management of the sales staff. A survey of current marketing and sales management concepts and relationships, with emphasis on management of selling activities and the outside sales force as one major phase of marketing management. Topics covered include a thorough discussion of all elements of the sales management process, via organizing, recruiting, selection, training, motivating, compensating, supervising, and controlling the sales force.

GMP 5560 Advanced Financial Policy 3 cr.

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures.

GMP 5572 Marketing New Products (EL) 3 cr.

This course will explore the concepts and special applications in the development and implementation of a marketing strategy for new products. Included will be a consideration of opportunity analysis, innovation, economic evaluation of new products, test marketing, and the development of marketing plans. Special consideration will be given to case studies of new product introduction.

GMP 5574 Customer Service Management (EL) 3 cr.

This course will introduce and examine a broad range of theory and practical applications for managers and direct contact employees in today's service organization. Focus will be on managing each "moment of truth" or critical contact between the customer and the front line service employee. Emphasis will be on those organizations that have become service "superstars" and the key techniques they utilize. The contents will establish the crucial link between sound human resource policies and customer service excellence. The course will rely heavily on participants' background and managerial skills to develop successful strategies and systems that can be implemented in their own organization.

GMP 5575 International Marketing (IB) 3 cr.

This course presents an overview of marketing in an international business environment and provides a framework upon which multinational marketing management decisions can be based.

GMP 5577 Import/Export Management (IB) 3 cr.

Import/Export Management provides a comprehensive review and analysis of the elements of an import-export operation from transportation and documentation to strategic planning and finance. Emphasis is placed on developing appropriate management strategies and planning.

GMP 5580 International Business (IB, AC) 3 cr.

This course examines the organizational and marketing systems of multinational and international corporations, the marketing systems used in countries other than the United States, the role of institutions in international marketing, the financing and tariff arrangements of international trade, and the control mechanisms for foreign marketing activities.

GMP 5585 International Business Environment: Global View (IB) 3 cr.

This course studies the geographic, cultural, and political environment of key regions of the globe, together with the economic capacities and potential of the regions. Major course assignment allows selection of region or country by student for examining the business policies and practices of the area that are relevant to the conduct of international operations and trade.

GMP 5590 International Operations & Management, Part I (IB) 3 cr.

This course provides an assessment of the strategies for operating in the global marketplace and reviews the business and organizational options—ranging from agency representation and licensing arrangement, through subsidiaries and joint ventures, to geo-business. The course emphasizes business relationships and organizational structure and their impact on operational effectiveness and control.

GMP 5611 International Legal Framework (IB) 3 cr.

This course provides an understanding of the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial relationships. Topics include history of the international legal order, sources of international law, the International Monetary Fund, the General Agreement on Tariffs and Trade, expropriation of alien-owned property, and the European Union.

GMP 5620 Investment Principles and Policies (EL) 3 cr.

The managerial aspects of investment policy and relation of investment strategy to money markets and business cycles.

GMP 5621 International Banking and Investment (IB) 3 cr.

This course exposes the student to the world of investment and to the areas of security analysis and valuation. The major emphasis of the course is on stocks and bonds, but it also includes other areas such as rights, stock options, and portfolio construction.

GMP 5713 Accounting Theory I (AC) 3 cr.

The study of generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income influence of professional standards, and the future of the profession.

GMP 5715 Auditing (EL) 3 cr.

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting.

GMP 5716 Governmental Auditing (AC, EL) 3 cr.

With the passage of the Single Audit Act of 1984, all state and local government units that receive \$100,000 or more must be audited every year by a single independent auditor. This course discusses in detail the auditing techniques and requirements prescribed by the act.

GMP 5717 Auditing for Fraud (EL) 3 cr.

This course covers deceptions which are reported or implied in accounting records. The topics that are part of this course include: fraud auditing, legal proceedings, being an expert witness, and the professional responsibilities of the CPA.

GMP 5725 Financial Statement Analysis (AC) 3 cr.

A review of financial statements for fairness and completeness in reporting. Focus is on the analysis of financial statements and related footnotes from the standpoint of the different users of the statements.

GMP 5731 Accounting Information and Control Systems (AC) 3 cr.

Concentration on the design of accounting information systems with emphasis on internal controls.

GMP 5733 Advanced Managerial Accounting (AC) 3 cr.

An advanced-level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems.

GMP 5735 Controllershship (AC, EL) 3 cr.

A seminar on the function of the financial controller including his or her role in planning, controlling, reporting, and administering in today's business environment. Prerequisite: GMP 5733.

GMP 5736 Internal Auditing/SEC Accounting (AC, EL) 3 cr.

A two-component course. One component investigates the duties and responsibilities of the internal auditor. The other component studies the SEC regulations and reporting requirements.

GMP 5737 Budgeting and Profit Control (AC, EL) 3 cr.

The two primary functions of managers are planning and controlling operations. This course discusses the tools and techniques necessary to accomplish those tasks.

GMP 5751 EDP Auditing (EL) 3 cr.

Focus is on the audit of computerized accounting systems as an integral part of the audit of the financial statements. Course discusses the reviews and tests performed on computerized systems. Prerequisite: GMP 5715 or equivalent.

GMP 5753 Fund Accounting (EL) 3 cr.

An in-depth review of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals.

GMP 5756 International Accounting I (EL) 3 cr.

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues.

GMP 5757 International Accounting II (EL) 3 cr.

Seminar course making an in-depth study of the pronouncements of the ISAC and IFAC. Prerequisite: GMP 5756

GMP 5761 Taxation of Individuals (AC) 3 cr.

An introduction to the federal income tax structure, use of tax services, and the concept of taxable income for individuals.

GMP 5762 Taxation of Corporations and Partnerships (AC) 3 cr.

A continuation of the study of the federal income tax structure, use of tax services and the concept of taxable income as it relates to corporation and partnerships. Prerequisite: GMP 5762.

GMP 5763 Taxation of Estates, Trusts and Gifts (AC, EL) 3 cr.

Advanced study of and research in tax law with emphasis on estate, trust, and gift taxes. Prerequisite: GMP 5762.

GMP 5764 Taxation of Pensions and Profit-Sharing Plans/ Tax Exempt Organizations (EL) 3 cr.

A two-component course. One component looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. The other component reviews the taxation of tax-exempt organizations with emphasis on "unrelated activities." Prerequisite: GMP 5762.

GMP 5766 International Taxation/Tax Policy and Contemporary Issues (EL) 3 cr.

A two-component course. One component surveys the U.S. income tax on foreign-earned income. The other component studies the social, fiscal, and economic objectives of taxation.

Prerequisite: GMP 5762.

GMP 5767 State of Florida Taxes/IRS Practices and Procedures (EL) 3 cr.

A two-component course. One component investigates the taxes levied by the state of Florida. The other component emphasizes IRS rules, procedures, and techniques.

GMP 5768 Taxation - Advanced Topics (EL) 3 cr.

This course covers topics that are not included in GMP 5761 and GMP 5762. Open only to students who are not enrolled in the Master of accounting concentration in taxation.

GMP 5769 Tax Planning and Research (EL) 3 cr.

This course is an in-depth study of the tax-planning process and research tools that are available to both the professional business manager and tax practitioner. Prerequisite: GMP 5762.

GMP 5781 Business Law I (EL) 3 cr.

Introduces and amplifies the major legal requirements that will be encountered by the professional accountant. Topics will include the Uniform Commercial Code, contracts, agency and accountants' legal liability and responsibilities.

GMP 5782 Business Law II (EL) 3 cr.

A continuation of GMP 5781. Prerequisite: GMP 5781.

GMP 5790 Introduction to Financial Planning (AC, CFP) 3 cr.

Topics include personal financial planning, risk management, investment planning, and retirement planning.

GMP 5791 Risk Management (EL, CFP) 3 cr.

Topics include risk management, risk analysis, and their relationship to various types of insurance.

GMP 5792 Investments (EL, CFP) 3 cr.

Topics include investing environment, various types of investments, and portfolio construction.

GMP 5793 Tax Planning and Management (EL, CFP) 3 cr.

Topics include taxation of individuals, corporations and partnerships, family tax planning, and compensation issues.

GMP 5794 Retirement Planning and Employee Benefits (EL, CFP) 3 cr.

Topics include personal retirement planning, qualified retirement plans, and employee benefits.

GMP 5795 Estate Planning (EL, CFP) 3 cr.

Topics include federal estate and gift taxes and the estate planning process and techniques.

GMP 5905 Microcomputer Applications in Business (HS) 3 cr.

This course deals with hands-on use of a microcomputer utilizing the four most commonly used applications—word processing, spreadsheets, personal database, and graphics.

GMP 5920 Managing Innovation and "Interapreneurship" (EL) 3 cr.

This course explores the management of innovation, developing, and launching new products/services, and building and creating an entrepreneurial climate within the context of the larger organization. Issues such as risk taking, new venture championing, and new venture financing will be addressed. Finally, identifying and supporting creative opportunism along with leading the creative process will be discussed.

GMP 5930 Managing the Family Enterprise (EL) 3 cr.

This course will utilize case studies, popular business press, and interaction with family enterprise owners to introduce students to such issues as strategic management, leadership, estate planning, valuing and selling the business, going public, succession planning, and incorporating other family members.

GMP 5940 Managing the Consulting Process (EL) 3 cr.

The purpose of this course is to provide students with a detailed understanding of the purpose, process, and practice of managing a successful consulting practice. Some of the major topics addressed in this course include report writing, negotiating, interviewing, conducting feasibility studies, and marketing the consulting practice.

GMP 5951 Management Information Systems for Health Administration (HSA, MM) 3 cr.

This course reviews the use of computers in the health care industry. The student will learn different types of computer systems and the use of software packages.

GMP 5952 Accounting and Financial Management of Health Care Organizations (MM) 3 cr.

Students are introduced to financial accounting concepts, worksheet applications, and journalizing. Based on an understanding of these concepts, students will analyze financial statements of condition and of operations to make managerial decisions to evaluate performance. Fund accounting concepts are also reviewed for those working a governmental or not-for-profit organization.

GMP 5953 Special Topics in Medical Management (MM) 3 cr.

This course will be presented in selected evening sessions throughout the program. Guest lecturers will introduce special topics in such areas as: Medicare and Medicaid; Challenges, Changes, and Opportunities in an Era of Health System Reform; Principles of Reimbursement from Third Party Payors; Evaluation and Sustained Patient Satisfaction; Practice Parameters; Health Care Delivery Concepts; Evaluation of Managed Care Plans.

GMP 5954 Executive Internship

A major feature of the Executive Medical Management Program is the Internship. Although optional as a capstone experience, increasing numbers of graduate business students are choosing the internship for a variety of reasons, but focus on one common denominator: career development. Internships may be full time

or part time (10 to 40 hours per week). Some may be within your own organization but cannot be within the department in which you currently work. Each internship must be beneficial to both the student and to the organization. Each party is in a win-win situation. Each internship is designed and crafted based on one's plan. Sometimes it takes 3-4 months to develop an internship. The first step, however, is a simple, yet important one: Make an appointment with the program director.

MMIS 620 Management Information Systems (MB) 3 cr.

The application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making. Conceptual foundations, structure, planning, and development of management information systems. The role of MIS in an organization and the fit between the system and the organization.

MMIS 621 Databases in MIS (MB) 3 cr.

Practical examination of how projects can be managed from start to finish. Life-cycle models/paradigms. Life-cycle phases. Project planning and risk analysis. Project control including work breakdown structures, project scheduling, activities and milestones. Software cost estimations techniques/models. Systems analysis, modeling, and design. Software quality assurance and metrics for software productivity and quality. Inspections, walkthrough, and reviews.

MMIS 630 Databases in MIS (MB) 3 cr.

The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance and administration. File organization and access methods.

MMIS 641 Organization of the Computing Environment (MB) 3 cr.

This course focuses on management topics related to the modern information systems environment. Issues such as personnel selection, training, policy development, legal aspects of MIS, computer security, organizational interfacing, user relations, and user interfacing.

MMIS 653 Telecommunications and Computer Networking (MB) 3 cr.

The role of telecommunications and computer networks in management information systems. Technical fundamentals and design of telecommunications and computer networks. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security. Topics include ISDN and B-ISDN, the OSI Model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics.



The Doctoral Division

The educational emphasis of Nova Southeastern University (NSU) School of Business and Entrepreneurship's (SBE) professional doctoral degree programs is a balance of theory, pragmatic decision making and problem solving. The Doctorate in Business Administration (D.B.A.) program is a general program for those with a strong master's degree in business, or who have completed a set of prerequisite business courses and who want a broad-based, general business degree. The D.B.A. with specialty programs is designed for those with a strong master's degree in business who want to teach or specialize in accounting, finance, health services, human resource management, information technology management, international management, or marketing. These degrees are designed for those who desire to teach at the small university or college level. The Doctorate in Public Administration (D.P.A.) is designed for those who aspire to be senior managers in the public sector or to teach in the public sector disciplines. The Doctorate in International Business Administration (D.I.B.A.) provides more intensive instruction in the global aspects of business than the D.B.A. or D.B.A.-IM (International Management) programs. Students in the D.I.B.A. program should have an M.B.A., or equivalent, and a desire to work in the cultural environment of global firms. Graduates of these doctoral programs are amply prepared as practitioner-academics to work with and teach mature undergraduate and graduate students in need of exposure to both practical applications and theoretical constructs in business, international business, or public administration.

The professional orientation of these doctoral programs encourages the application of classical theory and research methodology to resolving strategic problems of decision making by high-level corporate and government personnel. The curricula of the programs are carefully balanced to ensure depth and rigor associated with doctoral education across the various disciplines. Students demonstrate their competencies through implementation of research that culminates in the doctoral dissertation. The dissertation is a significant element of the programs. The research is analytical; it is theoretically based; and it is problem centered. The dissertation demonstrates the ability of candidates to meet the challenges of their professional milieu in a thorough, systemic, and responsible manner.

The Nova Southeastern University professional doctoral programs contribute to the developmental growth of accomplished individuals by providing them the opportunity to exchange ideas with peers and faculty who are both academics and practitioners. Many NSU faculty are recognized leaders in their fields, with strong teaching skills and active consulting practices. NSU alumni are recognized leaders in business, industry, government, and education. Their NSU experience has led to individual growth and development, as well as increased productivity in terms of both efficiency and effectiveness for their organizations. The NSU student/graduate is a self-actualizing individual who seeks to improve upon his or her already considerable professional accomplishments. The pragmatic curricula and research focus of the NSU programs facilitate the accomplishment of such goals.

DOCTORATE IN BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in Business Administration (D.B.A.) curriculum seeks to prepare senior-level management to assume increased responsibility in the areas of strategic decision-making; to prepare faculty members of small colleges and universities to teach; and to qualify such faculty for accreditation purposes. Both managers and academics benefit from extensive case studies, lectures from faculty who are selected from a nationwide pool of teachers, and training in research that includes a unique eighteen-credit dissertation track. The D.B.A. program provides the practitioner and academic with a broad-based common-body-of-knowledge set of courses that establish the business environment. Students take core courses in marketing, finance, operations management, and international business. Career option specialty areas permit those with a business background to focus on one of seven specialty areas. While the impact of government and of the increasingly global environment is discussed in all classes, the D.P.A. and D.I.B.A. programs are available for those who desire to specialize in these areas.

These programs expose the mature students to the most advanced techniques of decision making. Case studies and research projects are used to develop the skills demanded by high-level staff and line positions. Graduates are executives, teachers, and consultants who use their professional training to

innovate, experiment, design, and manage large systems within complex organizations in our increasingly multifaceted and multisector economy.

Program Philosophy

D.B.A. students are imbued with the philosophy that management is a professional discipline. The D.B.A. program curricula consist of courses and seminars that cover the common body of knowledge in both quantitative and qualitative areas of management. Students are introduced to government operations through a seminar held in Washington, D.C. The theory and techniques of academic theory and empirical research are introduced through two three-day seminars. Further exposure to modern academic thinking is obtained through participation in annual meetings of professional organizations such as the Academy of Management annual meeting. The material content of the curricula correspond with important fields stressed by the professional divisions and special interest groups of these professional organizations.

Career Option Specialties

Career option specialties are available to advanced business students. These specialty programs are offered in accounting (ACC), finance (FIN), health services (HS), human resource management (HRM), international management (IM), information technology management (ITM), and marketing (MKT). Specialty courses are substituted for selected common-body-of-knowledge courses. Specialty courses are offered at the Fort Lauderdale campus in a weeklong format, usually annually. Specialty students normally complete their dissertations in their specialty area, giving them up to thirty credit hours of work in the specialty area.

Dissertation Track

The courses supporting the dissertation constitute a track separate and aside from the rest of the course work. The student progresses along this track only as ready. As the dissertation evolves in the student's mind, he/she progresses along the track. The Applied Research Development course (CSA 6081) is the jumping-off point for this track and will provide the roadway. The student should take this course the first year he/she is in the program.

The Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. The D.B.A. program operates on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Each student progresses at his or her own pace in researching and writing the dissertation; the total length of time in the program is normally between three and four years. Cluster classes meet monthly in a convenient weekend format at some 16 locations around the country. Students generally attend cluster courses at one location, but the option to schedule at different locations is available for those who are transferred, or who need a specific course when it is not available at the home cluster. This flexibility in scheduling is unique to the NSU program.

All students are required to attend a minimum of three courses away from cluster locations, in Fort Lauderdale, in Washington, D.C., and at the site of the designated professional association meeting. Specialty area courses are scheduled at central locations and require more travel.

The *Business and Public Policy Seminar* meets in the Washington, D.C., area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

A *Professional Studies Workshop* is held in conjunction with various professional association meetings each year. Students are encouraged to attend this workshop early in the program. While not required, attendance and participation in additional professional meetings is professionally broadening, an excellent introduction to research in your specialty area, a means of meeting others in your selected area of interest, and an introduction to academic research that leads to publication. With respect to these meetings, the earlier and the more often, the better.

The *Professional Studies Workshop* for D.B.A. candidates is held in conjunction with the Academy of Management annual national meeting, at a location that varies from year to year. Students selecting one of the career option specialties will attend a Professional Studies Workshop in conjunction with national conferences within the selected field of study. Accounting

students attend a Professional Studies Workshop in conjunction with the annual meeting of the American Accounting Association. Finance students attend a Professional Studies Workshop in conjunction with the Financial Management Association. Health Services students attend a Professional Studies Workshop in conjunction with the American College of Healthcare Executives. HRM students attend a Professional Studies Workshop in conjunction with the annual conference of the Society for Human Resource Management. Information technology management (ITM) students attend a Professional Studies Workshop in conjunction with the Association for Information Systems. IM and D.I.B.A. students attend a Professional Studies Workshop in conjunction with the annual meeting of the Academy of International Business. Marketing students attend a Professional Studies Workshop in conjunction with the American Marketing Association (Marketing Educators' Conferences).

A *Capstone Course* titled **Strategic Decision Making**, or the specialty equivalent, is held on campus in Fort Lauderdale three times a year, in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

The **Seminars in Research Techniques (CSA 6082)** and **Research Methods (CSA 6083)** are designed to prepare a student in statistical techniques and methods that are used in dissertation research. CSA 6082 and CSA 6083 are 2 credits each and are available as three-day classroom seminars.

Curriculum Profile

The following curriculum profile of the D.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their cluster coordinator or the doctoral student development director to develop a draft plan for completing the course and dissertation requirements.

General D.B.A. Program (Management Specialty)**Credits**

CSA 6010	Administrative Theory and Practice	4
CSA 6020	Organization Behavior/Personnel Management	4
CSA 6030	Information and Decision Sciences	4
CSA 6040	Economic Analysis	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6072	UNIX Competency	0
CSA 6080	Professional Studies Workshop	2
*CSA 6081	Applied Research Development	2
*CSA 6082	Seminar in Research Techniques	2
*CSA 6083	Seminar in Research Methods	2
CSA 6089	Comprehensive Exam - Part II	0
CSA 6090	Comprehensive Exam - Part I	0
*CSA 6091	Dissertation I	2
*CSA 6092	Dissertation II	2
*CSA 6093	Dissertation III	2
*CSA 6094	Dissertation IV	2
CSA 6096	Professional Publication	0
CSA 6110	International Business and Finance	4
CSA 6120	Marketing Management and Research	4
CSA 6130	Financial Decision Making in Business	4
CSA 6140	Strategic Decision Making	4
*CSA 6150	Readings in Business Administration (or 6151)	4
*Dissertation Track		60

Career Option A: Accounting (ACC)

CSA 6710	Seminar in Financial Accounting
CSA 6720	Federal Taxes and Management Decisions
CSA 6730	Seminar in Managerial Accounting
CSA 6740	International Accounting and Taxation
CSA 6750	Readings in Accounting

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option B: Finance (FIN)

CSA 6510	International Finance
CSA 6520	Financial Institutions
CSA 6530	Financial Engineering
CSA 6540	Investments & Taxation
CSA 6560	Strategic Decision Making in Finance
CSA 6550	Readings in Finance

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option C: Health Services

CSA 6610 Administrative Theory in Health Service

CSA 6620 Health Policy Analysis

CSA 6660 Legal Health Issues in Health Services

CSA 6640 Strategic Decision Making

CSA 6650 Readings in Health Services

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option D: Human Resource Management (HRM)

CSA 6315 Strategic Programming in HRM

CSA 6325 Employee Relations and Services

CSA 6330 Performance and Reward Systems

CSA 6310 Strategic HRM and Change

CSA 6370 Readings in Human Resource Management

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option E: International Management (IM)

CSA 6410 International Management

CSA 6450 Comparative Government and
Economic Systems

CSA 6470 International Legal Framework

CSA 6440 Strategic Decision Making in
International Business

CSA 6480 Readings in International Business

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option F: Information Technology Management (ITM)

CSA 6910 Enterprise Architecture

CSA 6920 Telecommunications and Data Networks

CSA 6930 Applied Database Management Systems

CSA 6940 Strategic Decision-Making in Information
Technology Management

CSA 6950 Readings in Information Technology Management

(Remove CSA 6010, 6030, 6040, 6140, and 6150)

Career Option G: Marketing (MKT)

CSA 6810 Marketing Theory

CSA 6830 Research Analysis for Marketing Decisions

CSA 6890 Marketing Topics

CSA 6840 Marketing Strategy

CSA 6850 Readings in Marketing

(Remove CSA 6010, 6040, 6110, 6140, and 6150)

DOCTORATE IN PUBLIC ADMINISTRATION

Program Objectives

The Doctorate in Public Administration (D.P.A.) curriculum includes common-body-of-knowledge courses designed to improve the understanding of the environment, functions of government, and the interface between government and business. Within this framework seminars and specialty courses emphasize management of the public sector in legal, financial, and organizational matters. Problem solving is the driving principle; decision making techniques are tailored to problems of the public sector. Research is designed to acquire advanced knowledge of management and decision making needed to improve productivity in the public sector.

In short, the D.P.A. program assists the mature student in developing the most advanced techniques of decision-making and in learning the necessary research skills that accompany high-level responsibility in government. The program develops executives, consultants, and teachers not only to be leaders but also to use their professional backgrounds to innovate, experiment, and design and manage large systems in our increasingly complex and interrelated governmental structure.

Program Philosophy

The D.P.A. program is built on the philosophy that management in government is a professional discipline. The D.P.A. program curriculum consists of courses and seminars that span the common body of knowledge of generic management and the quantitative aspects of decision making. The specialty courses of the curriculum include the development of the public administration profession and the public administration ethos; basic aspects of public budgeting and finance; comparative administrative systems; and, in the capstone course, the interrelated goals, objectives, and strategies of government and business. The emphasis on practical aspects of decision making in the public sector is highlighted through the reflections of current issues as defined by the American Society for Public Administration (ASPA) and other professional bodies. The role of government in the conduct of international commerce is examined in detail.

Dissertation Track

The courses supporting the dissertation constitute a track separate and aside from the rest of the course work. The student progresses along this track only as ready. As the dissertation evolves in the student's mind, he/she progressed along the track. The Applied Research Development course (CSA 6081) is the jumping-off point for this track and will provide the roadway. The student should take this course the first year he/she is in the program.

The Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. The D.P.A. program operates on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Since each student progresses at his or her own pace in researching and writing the dissertation, the total length of time in the program is normally between three and four years. Classes meet monthly in a convenient weekend format at cluster locations. D.P.A.-specific courses are offered at the Potomac and Fort Lauderdale locations and at other selected sites. All students are required to attend a minimum of three courses away from cluster locations, in Fort Lauderdale, in Washington, D.C., and the site of the A.S.P.A. annual meeting.

The *Business and Public Policy Seminar* meets in the Washington, D.C. area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The *Professional Studies Workshop* is held in conjunction with the American Society for Public Administration annual national meeting, at a location that varies from year to year. Students may attend this workshop at anytime while they are in the program, though the faculty recommends attendance as early in the program as possible.

A *Capstone Course* titled Strategic Decision Making, Business, Government and Not-for-Profit Organization is held on campus in Fort Lauderdale three times a year in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

The seminars in Research Techniques (CSA 6082) and Research Methods (CSA 6083) are designed to prepare a student in statistical techniques and methods which are used in dissertation research. CSA 6082 and CSA 6083 are 2 credits each and are available as three-day classroom seminars.

Curriculum Profile

The following curriculum profile of the D.P.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program.

The D.P.A. Program

	Credits
CSA 6072 UNIX Competency (Prerequisite)	0
CSA 6010 Administrative Theory and Practice	4
CSA 6020 Organization Behavior/Personnel Management	4
CSA 6030 Information and Decision Sciences	4
CSA 6040 Economic Analysis	4
CSA 6050 Operations Management	4
CSA 6060 Business and Public Policy Seminar	4
CSA 6071 Seminar in Research Methods (Computer Mediated or Classroom format)	4
CSA 6080 Professional Studies Workshop	2
CSA 6081 Applied Research Development	2
CSA 6220@ Comparative Administrative Systems	4
CSA 6230@ Financial Decision Making in Government	4
CSA 6240@ Constitutional/Administrative Law and Ethics	4
CSA 6210 Strategic Decision Making, Government and Not-for-Profit Organizations	4
CSA 6250 Readings in Public Administration	4
CSA 6090 Comprehensive Exam - Part I	0
CSA 6089 Comprehensive Exam - Part II	0
* CSA 6091 Dissertation I	2
* CSA 6092 Dissertation II	2
* CSA 6093 Dissertation III	2
* CSA 6094 Dissertation IV	2
* CSA 6096 Professional Publication	0
* Dissertation Track	60

@ Offered at selected cluster sites only.

DOCTORATE IN INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in International Business Administration (D.I.B.A.) prepares business and government leaders, as well as management consultants, to engage in planning and decision making in the global business arena. Traditional strategic management concerns of business are treated from the perspective of multinational corporations. Opportunities and threats of the global business environment are related to both foreign and domestic company operations. The impact of cultural differences on marketing and management practices is emphasized throughout the program. Financial courses include an examination of international currency, and capital markets, and international banking.

The program is designed for advanced students of international relations, business and government executives, and consultants who seek to refine their decision-making skills and to learn the necessary research techniques that accompany high-level responsibility in a global arena. Graduates enhance their professional expertise in international business, enabling them to innovate, experiment, and design and manage large systems within complex organizations in an increasingly global business environment.

Program Philosophy

The D.I.B.A. program substitutes courses with a global content for selected common-body-of-knowledge courses. The curriculum of the international business administration program includes courses, seminars, and research activities that cover the spectrum of knowledge in both quantitative and qualitative areas of business within a global environment.

Dissertation Track

The courses supporting the dissertation constitute a track separate and aside from the rest of the course work. The student progresses along this track only as ready. As the dissertation evolves in the student's mind, he/she progresses along the track. The Applied Research Development course (CSA 6081) is the jumping-off point for this track and will provide the roadway. The student should take this course the first year he/she is in the program.

The D.I.B.A. Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. There are selected management courses and seminars that are taken with D.B.A. students. In addition, there are specific international business courses and a *Professional Studies Workshop* designed to meet the needs of the D.I.B.A. student. Courses are scheduled on a rotational basis in each of two formats. Full-time students enroll in classes that meet on a weekend schedule, one weekend per month for three-months, as well as classes that meet in an intensive six-day format once every four months. Part-time students enroll in classes in either format, but generally fewer classes per year. A part-time student can expect to complete the coursework within three years. *The Business and Public Policy Seminar* meets in the Washington, D.C. area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The Professional Studies Workshop is held in conjunction with the meeting of the Academy of International Business, and includes topics of concern to the international business community as assessed by practitioners as well as leading scholars in the field. Students are encouraged to attend this workshop early in the program. While not required, attendance and participation in additional professional meetings is professionally broadening, an excellent introduction to research in your specialty area, and a means of meeting others in your selected area of interest. With respect to these meetings, the earlier and the more often, the better.

A Capstone Course titled Strategic Decision Making in International Business is held on campus in Fort Lauderdale three times a year in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

The seminars in Research Techniques (CSA 6082) and Research Methods (CSA 6083) are designed to prepare a student in statistical techniques and methods which are used in dissertation research. CSA 6082 and CSA 6083 are 2 credits each and are available as three-day classroom seminars.

Curriculum Profile

The following curriculum profile for the D.I.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students typically pursue the program.

The D.I.B.A. Program

	Credits
CSA 6072 UNIX Competency	0
CSA 6030 Information and Decision Science	4
CSA 6050 Operations Management	4
CSA 6060 Business and Public Policy Seminar	4
CSA 6080 Professional Studies Workshop	2
* CSA 6081 Applied Research Development	2
* CSA 6082 Seminar in Research Techniques	2
* CSA 6083 Seminar in Research Methods	2
CSA 6089 Comprehensive Exam (Part II)	0
CSA 6090 Comprehensive Exam (Part I)	0
* CSA 6091 Dissertation I	2
* CSA 6092 Dissertation II	2
* CSA 6093 Dissertation III	2
* CSA 6094 Dissertation IV	2
CSA 6096 Professional Publication	0
CSA 6110 International Business & Finance	4
CSA 6410 International Management	4
CSA 6420 International Marketing	4
CSA 6430 International Finance and Banking	4
CSA 6450 Comparative Government and Economic Systems	4
CSA 6470 International Legal Framework	4
CSA 6440 Strategic Decision Making in International Business	4
* CSA 6480 Readings in International Business	4
	60
* Dissertation Track	



UNIQUE FEATURES OF THE NOVA SOUTHEASTERN UNIVERSITY PROGRAM

The curricula in the doctoral programs offered by the School of Business and Entrepreneurship are designed to meet the educational and professional development needs of upper-level business executives, teachers, government administrators, and consultants in the fields of business and public administration and international business. More than half of our students teach in colleges and small universities. Students benefit from a rich cross-fertilization of ideas and perspectives on problem solving through peer interaction across disciplines.

Telecommunications through UNIX

Students are required to enter the NSU-based UNIX electronic mail system, and are encouraged to use the convenient doctoral program menus during their course work and after graduation. Students, faculty, and administrators are linked electronically through the UNIX operating system. The UNIX system offers opportunities for electronic mail and self-paced tutorials in quantitative methods, as well as access to many library facilities and discussion groups through the Internet system.

Through teleconferencing and electronic mail, students and faculty need not limit their intellectual interaction to the classroom. The learning environment truly becomes boundless in a temporal and spatial sense. The computer and its sophisticated operating systems are employed as part of the medium of education. The ability to manipulate and process data and other information files, disseminate findings widely to affected peers, and collaborate through interactive computer systems has become an invaluable tool for the problem solver and decision maker at the highest levels of American business and government.

The School of Business and Entrepreneurship can provide detailed information and assistance in the use of the UNIX system and selection of your own PC, should you not yet own one.

Dissertation Track

The dissertation is the culmination of the doctoral program. The dissertation demonstrates the ability of the student to design and implement a major piece of research that has both theoretical and practical significance. In part, the dissertation teaches the student the strengths and limitations of applied research; it also demonstrates the student's ability to link theory to analysis and strategy to operations in the real world.

The courses supporting the dissertation constitute a separate track that is parallel to the other course work. The student progresses along this track only as ready.

The dissertation process is broken down into its component parts to facilitate student progress. First, the student identifies his or her research area. Next, he or she conducts a comprehensive introduction and literature review focusing on the research questions at hand. The literature review should assist in the identification and explication of the research methodologies used in research efforts. A formal dissertation proposal is the blue print for the research project. This proposal is approved by the dissertation committee and reviewed by the Director of Research. Data collection, analysis, interpretation, assessment, and evaluation are in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. Once the study is complete, it is presented in accordance with the APA Style Manual.

The student is assisted in the dissertation process by an academic committee of three professors. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation.

Comprehensive Examinations

Students seeking the doctoral degree are required to sit for and pass a two-phase Comprehensive Examination. The first phase is a qualifying examination that may be taken any time after the following criteria are satisfied:

1. Full admission to the program
2. Completion of outstanding prerequisite coursework required at the time of admission to the program
3. Completion of a minimum of at least one common-body-of-knowledge course within each of the question categories. Students must have a minimum of a 3.0 grade point average at the time they register for the examination.
4. No outstanding tuition/fees with NSU.

The second phase of the comprehensive examination is taken when all course work has been completed. A minimum of a 3.0 grade point average is required. Comprehensive examinations are scheduled three times per year. They are available at cluster locations on a rotational basis once a year and on campus each testing period. Information on comprehensive examination schedules is communicated to students each term with *the Schedule of Classes*. In addition, students are provided detailed information on the nature of the comprehensive exams, including format, subject matter covered, evaluation criteria, and satisfactory progress, at the time of matriculation in the program. Samples of comprehensive exams are available "on-line" through UNIX.

Doctoral Publication Requirement

The publication requirement of the doctoral programs is designed to demonstrate students' research, writing, and presentation abilities that have been acquired and/or refined through their doctoral studies. The ability to analyze problems, undertake original research, or integrate programmatic materials for dissemination to a broader public is one of the traditionally accepted measures of doctoral education. For students in a specialty area, the publication should significantly advance knowledge in that area. For students in the general

D.B.A. or D.P.A. programs, the publication should significantly advance knowledge in a legitimate management or public administration area of choice. The following accomplishments as acceptable evidence of satisfaction of the doctoral publication requirement:

1. An article published in an academic journal or similar publication.
2. Article published in the proceedings of a national professional conference such as the Academy of Management or the American Society for Public Administration, where rigorous criteria must be met.
3. Report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated.
4. Other printed materials may be submitted for consideration. Such materials will be judged upon their academic content.
5. The student's status as a doctoral candidate of the NSU/SBE doctoral programs in business should be noted in the documentation of the article, if at all possible.

Publications, along with supporting documentation, should be submitted to the director of the doctoral programs.

ADMINISTRATIVE INFORMATION ON THE DOCTORAL PROGRAMS

Admission Requirements

Nova Southeastern University is an equal-educational-opportunity institution. Admission requirements for candidates for the doctoral programs offered by the School of Business and Entrepreneurship include:

1. a completed doctoral application form accompanied by a nonrefundable application fee.
2. an earned master's degree (not necessarily in business)
3. specific foundation course with a B or better in management (business or public)
4. a short essay dealing with professional development goals and objectives as well as demonstrating your ability to express your reasons for entering the doctoral program.
5. Three letters of reference, preferably from supervisory personnel or other professional contacts.
6. A resume or "curriculum vitae" with detailed explanation of previous and present employment responsibilities.

7. Official graduate and undergraduate transcripts.
8. An official, valid test score from the Graduate Management Admission Test (GMAT). Test scores are evaluated in relation to undergraduate and graduate grade-point averages. As a general rule, mean scores tend to be 500+ on the GMAT, undergraduate grade point averages are 3.0+, and graduate grade-point averages are 3.4+. These scores are only guidelines and are evaluated in the context of the student's professional attainments.
10. five years of management-level experience in business, industry, government, military service, education, or consulting.
11. A completed library information survey.

Master's-level foundation course requirements are as follows:

D.B.A.; D.B.A.-Finance; D.B.A.-International Management; and D.I.B.A.:

Management or Organizational Theory, Quantitative Methods or Statistics, Economics-Micro/Macro, Finance or Accounting, Marketing.

D.B.A.-Accounting:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance, Marketing, Accounting (sufficient background).

D.B.A.-Health Services and D.B.A.-Marketing:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing.

D.B.A.-Human Resource Management:

Management or Organization Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, Human Resource Management or Personnel.

D.B.A.-Information Technology Management:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, and Management Information Systems.

D.P.A.:

Management or Organizational Theory, Quantitative Methods or Statistics, Economics (Macro/Micro).

NOTE: Students will be expected to own or have access to a personal computer and modem in the evenings and on weekends and holidays and demonstrate minimal computer literacy. International students are required to submit evidence of English language competency, enabling them to pursue advanced graduate work.

International students requiring a student I-20 visa may enroll in the doctoral programs only on campus in Fort Lauderdale, Florida. In addition, they must be enrolled in two courses or seminars per term in order to maintain their I-20 status.

The Admissions Committee

The Admissions Committee for the doctoral programs comprises senior faculty in the School of Business and Entrepreneurship. The Doctoral Student Development Office is responsible for assembling each applicant's credentials for review by the committee. The Director of the Doctoral Programs officially notifies applicants of their admission status, as well as changes in status throughout their matriculation.

Foundation Course Satisfaction

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a conditional or provisional basis; however, they may not enroll in any doctoral course that has a specific knowledge prerequisite associated with any foundation course until such course(s) have been completed. Foundation courses, as well as any other outstanding requirements, must be satisfied before the student is eligible to take the Comprehensive Examination or advance to degree candidacy status. Students are encouraged to complete outstanding foundation course work during their first year in the program.

Options for completing any foundation course requirement include enrolling in a master's level course through NSU or another accredited university. Any foundation course taken through NSU will appear on the student's transcript, although the grade will not be included in the student's cumulative

doctoral grade point average. Satisfactory completion of foundation courses requires grades of B or better. NSU is developing computer-mediated tutorials in some of the foundation course areas. In the future, this material may be available for use in preparation for proficiency examinations.

Acceptance Procedures

Students are admitted to doctoral programs under the following classifications. First is *full* acceptance. This status is matriculant status and is awarded when all admissions requirements are satisfied. Second is *provisional* acceptance. Provisional acceptance is given to students who have not yet satisfied all the admissions requirements but have given evidence that all requirements can be met. Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all requirements, notification of full acceptance will be given in writing. Failure to meet any full-admission requirements may result in suspension of the privilege to enroll in class.

Active Status, Inactive Status, and Reinstatement

Requirements for financial aid are generally more stringent than the requirements for continuous registration as stated herein. (See paragraph on financial aid, p. 31). Students are considered actively engaged in graduate study if they are enrolled in one doctoral or foundation course or enrolled in a two-credit workshop or seminar in a given term. (Students are considered active during a term in which they satisfy all requirements for a course in which they received a grade of I.) Students are also considered active during the term in which they are preparing for their Comprehensive Examination, provided they sit for the exam in that term. Finally, students registered for two dissertation credits, for any two-credit seminar, or for their readings course are considered to be actively enrolled under the same conditions as if they were enrolled in a regular course with monthly meetings.

Students who fail to register for and complete any regular course, seminar, workshop, advanced readings course, dissertation credits, Comprehensive Examination, or computer mediated instruction for three consecutive terms (one of which may have been spent satisfying an incomplete grade) are considered to be *inactive*. A student who is inactive for a total

period of up one year from the last term in which he or she was registered may be reactivated with no academic penalty.

A student who is inactive for more than one full year from the last term in which he or she was registered may petition for *reinstatement*. There is a \$100 reinstatement fee, which must accompany an official request for reinstatement. Students petitioning for reinstatement will be required to meet all program requirements in effect at the time of reinstatement. Standards for admission change and one must meet those updated standards to be considered for readmittance. The University reserves the right not to reinstate any student who was on academic probation at the time he or she interrupted matriculation, was not in good financial standing, or does not meet the current admission requirements as determined by the admissions committee. Such students petitioning for reinstatement may be required to reenroll in courses or seminars in which they earned a substandard grade, i.e., a grade less than B.

International Students

International students must submit a TOEFL score of 550 or higher or show evidence of English language proficiency suitable for graduate study. The I-20 may be issued only upon completion of all admissions requirements. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 must be full-time, degree seeking students and may attend only the main campus in Fort Lauderdale. For more information regarding the procedures of obtaining a student visa, please contact the International Student Advisor at (305) 370-5695 or toll free at (800) 541-6682, Ext. 5695.

Study Format

The study format is the same for all doctoral programs. The academic year is divided into three terms. Regular format courses are scheduled to meet for three full weekends all day Saturday and Sunday—one weekend per month for three months. National seminars meet for six consecutive days and are scheduled three times per year. Students generally attend three courses and one national seminar or workshop per year to maintain their active status. Generally speaking, there are eight

classes, two national seminars, one Professional Studies Workshop (in conjunction with attendance at a professional conference), eighteen hours of dissertation track, and the comprehensive examinations. The program is designed to be completed in 36 to 42 months by students who do not interrupt their matriculation.

Attendance Policy

Since regular format courses meet one weekend per month for three months and seminars and workshops meet for intensive one-week periods, attendance is mandatory at all scheduled sessions. Missing even one day may require traveling to another cluster site for make-up or cause an incomplete grade to be awarded until make-up can be arranged. Students are cautioned that they will jeopardize their grades in courses, as well as their overall performance in the program, should they miss classes. Incompletes are given at the discretion of the professor in a course. Students must present cogent reasons in requesting an incomplete.

Cluster Locations

One of the truly innovative aspects of the Nova Southeastern University professional doctoral programs is the availability of the programs at regional locations throughout the United States. Each such location is referred to as a regional "cluster" of students pursuing common educational goals. Each cluster has a regional coordinator. The regional program manager (R.P.M.) is responsible for logistics, local arrangements, and advising. Applicants should check with the program office for the regional program location nearest to them.

Transfer Policy

The University will accept up to the equivalent of two courses at the doctoral level (with grades of not less than B) from a program of graduate study at another accredited institution, provided the doctoral courses have not been applied toward another degree, the course content and credits are the equivalent of courses offered in the student's program, and the courses have been taken within the five-year period prior to matriculation. Applications for approval of transfer credits must be made in writing to the doctoral student development office at the time of

application to the doctoral program. Students may not transfer credits taken after the date of their first matriculation in any NSU doctoral program.

Grading and Academic Probation Policies

Students will receive transcripts following each term in which they register for classes. This transcript will indicate the current status of grades and earned semester hours for all courses completed and/or attempted. The doctoral program office maintains an up-to-date progress report on each student.

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of two terms, the student may be suspended from the program. For veterans and other persons eligible for Veterans Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits. A student may petition for reinstatement in the program after a period of eight months, explaining the reasons why academic potential has changed. At that time the student will speak with an advisor and the reinstatement petition will be considered. Reinstatement students are subject to all current program policies and degree requirements and will be required to retake courses in which substandard grades were earned in order to regain good academic standing, i.e., a 3.0 GPA. Retaking courses does not remove the previous course entry on the student's official transcript, but the highest grade earned in the course will be computed as part of the GPA, thus enabling the student to improve his or her grade point average.

Students who have reason to believe that there has been an error in assigning a grade in a course may formally protest and invoke the grade appeal procedure (page 106). As a general policy, students are permitted to retake any course (at full tuition cost), at their own expense, in which a grade of C+ or lower has been earned, whether or not they have been placed on academic probation as a result of such a grade.

Plagiarism and Other Forms of Misconduct

Webster defines plagiarism as the stealing or passing off the ideas or words of another as one's own; use, without crediting the source; to commit literary theft; to present as new and original an idea or product derived from an existing source. NSU students sign a statement verifying the authenticity of authorship with each written assignment. Plagiarism is not accepted, so care must be taken to credit any sources in your term papers and dissertation. Learn the APA Style Manual early, for it provides guidance as to how to credit sources.

Collaboration on examinations or assignments that are expected to be individual work is another form of unacceptable conduct. Such cheating is unacceptable, as is behavior that is flagrantly disruptive to the effective conduct of the program, behavior that is clearly unprofessional or unethical, or that reflects adversely on the NSU program or the professional community, or that violates the general understanding of the proper conduct for graduate students. Violations may result in suspension or dismissal from the program.

NSU Letterhead and Other Official Attribution

NSU does not authorize the use of its letterhead, or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by the University staff. Accordingly, doctoral students are not authorized to use NSU letterhead, or other logos that imply University endorsement, without written authorization from the Program Office.

Grading System

The grading system for the doctoral programs is as follows:

A	(4.0)	Excellent
B+	(3.5)	Very Good
B	(3.0)	Good
C+	(2.5)	Weak
C	(2.0)	Poor
F	(0.0)	Failure

I Incomplete—Given when most but not all course work has been completed. An I must be requested from the instructor and requires completion of an Incomplete Grade Form, which may be obtained from the program office.

W Withdrawal—Given after the first weekend of class at the request of the student for any reason or by the instructor when outstanding work is not submitted by the student and the student has not requested an Incomplete.

Incomplete Grade Make Up

Students who receive a course grade of "I" have one term or four months after the term in which the "I" was assigned in which to make up the Incomplete course work. If the "I" is not changed to a grade by the instructor, an IW (Incomplete Withdrawal) will be recorded on the student's transcript. Credit for the course may be earned only by retaking the course at full tuition charge.

Grade Appeal Procedure

The grade appeal procedure for students is itemized below and should be followed in all instances, making sure each step is fully exhausted before going to the next step. The grade appeal procedure must be initiated *no later than one term after completion of the course requirements*.

Step 1: The professor should be contacted to discuss the grade disparity. (The problem should be resolved at this level if at all possible.)

Step 2: The student must make appeal in writing to the professor, noting specific objections to the grade received. The professor must respond in writing, giving justification for the grade given. Copies of both communications should be forwarded to the director of doctoral programs.

Step 3: If this appeal is not resolved, an appeal committee will be appointed to mediate the dispute. The committee will review both written and oral arguments in the case. The committee will consist of one administrative officer of the program, one faculty member who teaches in the program, and one student who is currently enrolled in the program.

Step 4: The student and professor will be informed of the committee's decision and, barring no written objections by either party, the recommendation of the committee will be accepted.

Step 5: If written objections are received within 10 days, the matter will be referred to the director of doctoral programs for review and resolution.

All nongrade student grievances must be made in writing to the director of doctoral programs.

Student Costs*

Application Fee	\$40
Student Activities Fee	
(per term/Ft. Lauderdale cluster only)	\$10
Registration Fee (per term)	\$25
Late Registration Fee	\$25
Reinstatement Fee	\$100
Graduation Fee (excluding cap and gown)	\$65
Tuition: Doctoral (per credit hour)	\$450
Tuition: Master's Level Prerequisites (per credit hour)	\$370
Unix Competency (CSA 6072)	\$50
Seminar/Workshop Fees (in addition to tuition)	
Business and Public Policy Seminar	\$150
Professional Studies Workshop	\$50
Dissertation Continuation Fee (per term)	\$900
Comprehensive Examination Fee	\$50

*Tuition and fees are subject to change without notice.

In order to avoid confusion on the matter of fees, students are invited to discuss the matter with a program representative. The late registration fee is charged any time payment is received by the University beyond the closing date for registration.

The reinstatement fee is a charge to reactivate students who have not enrolled in courses for one year or longer who seek readmission to the program. Payment of this fee does not guarantee readmission.

The seminar and workshop fees are assessed to defray nonacademic expenses associated with the delivery of these course activities. These include such items as logistical support of students and occasionally program-related materials typically not covered by tuition.

Student fees are due and payable during specified registration periods prior to the commencement of terms. In the event students are in need of financial assistance, they are advised to contact the Office of Student Financial Aid.

Financial Aid

The Office of Student Financial Aid performs a University-wide function and is not a part of SBE. While the program office can assist students in facilitating the processing of financial aid papers, it does not determine eligibility for initial financial assistance, nor eligibility for continuation of financial assistance.

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books as well as indirect expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student and his or her family. Financial aid is available to "fill the gap" between the cost of education and the amount the student or family can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be accepted for admission into a University program; be eligible for continued enrollment; be a United States citizen or national or permanent resident; and be making satisfactory academic progress toward a stated educational objective in accordance with the University's policy on satisfactory progress for financial aid recipients.

For information on sources of aid and for application forms, please contact:

Nova Southeastern University
Office of Student Financial Aid
Administration Building
3301 College Avenue
Fort Lauderdale, Florida 33314
(305) 475-7410
Toll-free: (800) 522-3243

VA Benefits

The programs at Nova Southeastern University offered through the School of Business and Entrepreneurship are approved for the training of veterans and other eligible persons by the Bureau of State Approving for Veterans' training, Florida Department of Veterans Affairs. Students using veterans' benefits must contact the Nova Southeastern University VA coordinator in the Office of the University Registrar at (305) 370-5685 or toll free at (800) 541-6682, ext. 5685.

Veterans Administration Requirements

Satisfactory Progress: Students receiving veterans' benefits are required to maintain satisfactory progress at all times while enrolled at Nova Southeastern University. The VA will terminate the benefits of any VA student who fails to maintain satisfactory work as determined by the program in which the

student is enrolled. The Nova Southeastern University VA coordinator has a duty to report to the VA unsatisfactory progress of any VA student.

It is the responsibility of the VA student to report to the VA coordinator any or all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment.

Nonpunitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws or when a student receives an incomplete grade (see below), or completes but receives a grade for the course that is not used in computing requirements for graduation. At Nova Southeastern University these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and W-Withdrawal. If a student receives one or more of these grades, the VA will be notified, and the student will not be paid for those courses. If the student has already been paid, then he or she will be required to make repayment to the VA. Note that the "Progress Report" grade used in CSA 6072 and for some of the dissertation credits is accepted by the VA.

If a student receives an "I" grade, it will not be reported immediately to the VA Regional Office. In keeping with Nova Southeastern University policy, the student will have one semester to remove the "I" and earn a satisfactory grade. If the "I" is not removed within one semester, the grade will be reported to the VA Regional Office, with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add): Each time a VA student withdraws from or adds a course, he or she must notify the Nova Southeastern University VA coordinator. Changing the number of credits will, in many cases, affect a student's rate of pay. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance: Any VA student attending Nova Southeastern University while receiving veterans' benefits is required to attend classes regularly. In the event a student is

administratively withdrawn from a program because of poor attendance, the VA Regional Office will be notified and the student's benefits will be terminated. In addition, the student will be liable for any overpayment as a result of unsatisfactory attendance.

Transcripts/Credit for Prior Training: The VA requires Nova Southeastern University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest to provide the program office promptly with ALL transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing VA student benefits.

Withdrawal and Refunds: Full tuition refund will be made if a cluster course is dropped before the first day of the term. Three quarters of tuition will be refunded if a cluster course is dropped before the second weekend of classes and before the first day of class for three and six day workshops. No tuition is refunded after the commencement of the second week of class and after the commencement of the workshop.

Exceptions to this refund policy are required by state law in California, South Carolina and in Indiana. For students residing in California and South Carolina, full refund will be made if a class is dropped prior to or on the first day of instruction. California students are entitled to 33% through the end of the second weekend of class. Students residing in Indiana are entitled to a full refund through the first day of class less \$100 application fee. No refund will be made to students residing in Indiana after the second weekend of class.

The Indiana Policy: Courses consist of three weekends, one per month, for three months. A total of forty eight contact hours and twelve laboratory/project hours are involved for sixty hour course.

Example 1: NSU receives notice of withdrawal prior to first day of class. Student will receive 100% refund less \$100 administration charge.



Example 2: NSU receives notice of withdrawal after the first weekend, but prior to the beginning of second weekend (33% of course completed). Student will receive 50% refund less \$100 administration charge.

Example 3: NSU received notice of withdrawal prior to beginning of third weekend (67% of course complete). Student will receive no refund.

Note that withdrawal requests must be submitted to the SBE at the East Campus, and cannot be made through the instructor in the classroom.

NSU interprets the first day of instruction to be the first day of UNIX activity that is specifically related to the course in question. Registration and seminar workshop fees are not refundable. All requests to change a previously filed registration must include a twenty-five dollar fee for processing.

Library Resources:

Nova Southeastern University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. Nova Southeastern maintains five separate libraries on campus. The separation of library facilities is by functional utility and allows concentration that students will find quite useful.

The major University collection is in the Einstein Library. Other collections are in the Law Library, the Health Professions Library, and the Oceanography Library. These libraries provide the usual reference services to students and faculty and are helpful in obtaining remote bibliographic and information sources. More unusual, perhaps, is NSU's emphasis on currently generated research materials. Students may use the on-line distance library services to request data searches.

Among the nationally-recognized services available to doctoral students at the University libraries are the INTERNET system, ERIC document service, DIALOG, the Lockheed Data Base System, which relies on information retrieval through computer terminals, and ASI and EDUCOM, which give access to other data bases.

The Distance Library Services system is available. Students in field-based clusters will be provided information regarding libraries available to them in their location by the program office.

Graduation Requirements

In order to be eligible for graduation, the student must fulfill the following requirements:

1. Completion of all admission requirements
2. Satisfaction of all prerequisite courses
3. Maintenance of a minimum 3.0 grade point average (including prerequisite courses)
4. Completion of all required coursework, seminars, and workshops
5. Successful completion of comprehensive examinations
6. Satisfaction of program publication requirement
7. Completion and successful defense of doctoral dissertation
8. All tuition/fees must be paid in full.

Time Limit

Students are expected to complete the degree program within eight years of their admission. Requests of extensions of this time limit are made to the program director. Students are cautioned that they must maintain their active status in the program by taking courses and participating in program activities. Students who are inactive for more than one year must follow the process for reinstatement in the program.

Reinstated students may be required to retake course work that is more than six years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement in the program, as well as any specific requirements imposed as a condition for reinstatement. In practice, reinstatement is a readmission to the program as it is currently constituted.

The six-year period of validity of coursework is applicable also to transfer credits at the time of admission to the program. Once accepted, transfer credits will age in the same fashion as credits taken at NSU dating from acceptance by NSU and placement on the student's transcript. Active duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

Advising

All required paperwork for admission to the doctoral programs and the registration for courses, seminars, and workshops; comprehensive examinations; and dissertation components may be processed either in person or through the mail. Students in field-based clusters can receive advising through the regional program manager, as well as an academic mentor assigned to the cluster. Campus-based faculty and administrative personnel are available in each cluster site on a periodic basis. Modern telecommunications enable faculty and administrators to remain in constant contact with students. Additional advising is available during national seminars and workshops at which campus-based faculty and administrators are present.

Placement Office

Nova Southeastern University operates a placement office for NSU graduates. In order to utilize the placement service, students must submit an updated resume to the department upon graduation. This service is available to its graduates as a lifelong benefit of Nova Southeastern University. The placement office also requires the completion of separate paperwork for membership in the National Alumni Association. For further information, contact the association at NSU.

Faculty

The full-time faculty of the School of Business and Entrepreneurship is augmented by outstanding national lecturers. National lecturers are selected based upon qualifications in teaching, research, publications, and consulting. The core of full-time faculty maintain offices at the SBE/NSU East Campus, 3100 SW 9th Avenue in Fort Lauderdale. Criteria for the selection of full-time faculty include teaching effectiveness, field experience, research and publication, and the programmatic needs of the school. Some of our faculty have worked with the school's programs since initiation, providing experience and continuity to the programs. Those interested in knowing about the faculty may contact the director of doctoral programs at (305) 475-7684.

Procedures for Resolving Allegations of Student Misconduct

Student misconduct includes the undocumented copying or paraphrasing of references and cheating on examinations. (See below).

The procedure for the disposition of allegations of misconduct follows:

- Step One: Written allegations are submitted to the relevant program director by a faculty member, administrative staff member, or student. The allegations should be in writing and contain all pertinent facts, evidence, and witnesses.
- Step Two: The program director will notify the accused student, in a timely manner, in writing that an inquiry will be undertaken and will specify the nature of the allegation.
- Step Three: The program director will appoint a committee consisting of a faculty member, an administrator or staff person, and a student.

- Step Four: The committee will assemble all pertinent documentary evidence, written statements from witnesses, and a written statement from the accused student in response to the allegation.
- Step Five: The accused student may request in a timely manner a hearing before the Committee. The hearing is informal. The student may present evidence, question witnesses, and rebut evidence. A written report will be made of any hearing. The burden of proof will be on the party making the allegations. The standard of proof will be "substantial evidence," that is, whether it is reasonable to conclude from the evidence submitted that the student did commit the violation.
- Step Six: The committee will examine all the evidence, determine the facts, apply the policy to the facts, and will render a decision as to the student's culpability, or lack thereof, and if culpable, the degree of culpability.
- Step Seven: The committee's findings and decision will be submitted to the accused student's program director who will either dismiss the case or will impose an appropriate penalty. The program director's decision will be presented to the student in a timely manner.
- Step Eight: The sanctioned student will be informed in writing of the right to appeal in a timely manner the decision of the committee and/or the penalty imposed by the program director to the dean. The sanctioned student will be entitled to access to the record and will be allowed to rebut in writing the findings/conclusions of the committee and decision by the program director.
- Step Nine: The dean will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.
- Step Ten: The decision of the dean will be considered final, and the student will not be given any further opportunity to appeal within the university system, unless such appeal is explicitly conferred by the University.

The School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

Misconduct may include the following types of activities:

1. Plagiarism—Use of any source to prepare program work without specific attribution (as a general rule, analysis is to be the participant's own work; data may be used that have been collected with the help of others if properly acknowledged).
2. Collaboration on assignments expected to be individual work.
3. Cheating—giving or receiving help during examinations, transmitting examination questions to other participants, or falsifying any records including assessments and admissions materials.
4. Behavior that is flagrantly disruptive to the effective operation of the program.
5. Behavior that is clearly unprofessional or unethical or that reflects adversely on the NSU program or the professional community.
6. Behavior that violates the general understanding of the proper conduct for graduate students.

CALENDAR for 1996

Cluster Sites:

	SEQUENCE I		SEQUENCE II	
Winter	Jan.	6 - 7	Jan.	13 - 14
	Feb.	3 - 4	Feb.	17 - 18
	March	9 - 10	March	23 - 24
Summer	May	4 - 5	May	18 - 19
	June	1 - 2	June	29 - 30
	July	13 - 14	July	20 - 21
Fall	Sept.	7 - 8	Sept.	21 - 22
	Oct.	5 - 6	Oct.	26 - 27
	Nov.	2 - 3	Nov.	23 - 24

Every effort is made to hold classes on these dates, and at the scheduled cluster sites. In a few instances, dates are changed after discussion with professors and students, and again, in a few instances special arrangements are made in coordination with students and professors when four or less students are enrolled at one site.

The following are held as four-to six-day seminars:

1. National Cluster in Fort Lauderdale: Winter, Summer, Fall
2. Specialty Institutes in Fort Lauderdale: Summer Term (Winter Term - and Fall Term - limited offerings.)
3. National Seminar in Washington, D.C. (CSA 6060): Winter, Summer, Fall
4. National Seminars in Fort Lauderdale (CSA 6140 or equivalent capstone course): Winter, Summer, Fall

The Professional Studies Workshop is held as a four-day course in conjunction with a professional association meeting. Advance dates are provided in the *Schedule of Classes*.

Applied Research Development is held as a three-day course on campus and at regional locations. Advanced dates are provided in the *Schedule of Classes*.

Seminars in Research Techniques (CSA 6082 and CSA 6083) are offered as three-day courses on campus and at regional locations. Advanced dates are provided in the *Schedule of Classes*.

DOCTORAL PROGRAM COURSE DESCRIPTIONS

CSA 6001 Independent Study (1-4 credits)

Special study in a particular aspect of a curriculum business topic under direct supervision of a graduate faculty member. No more than 4 credit hours of independent study may be counted toward degree requirements. Prerequisite: Approval of doctoral program office.

CSA 6010 Administrative Theory and Practice (4 credits)

The focus of the course is on a critical and analytical review of the history of management theory. Students are encouraged to compare and contrast management theories and to examine them in the critical light of practical experience. In addition, through the preparation of literature research papers, students give attention to the development of dissertation-supporting

literature-review skills. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6020 Organization Behavior and Personnel Management (4 credits)

A seminar in the theories and practices of organizational behavior and the techniques of applied management. Focus on individual and group behavior in organizations. Discussion of traditional behavioral theories, organizational dynamics, and current trends and future directions in behavioral sciences and human resource management fields to include concepts of high performance perception and values, and team building practices. Responsibilities of human resource management and skills of applied management practices in the organization to include survey research and employee motivation, leadership, workplace trends, and personnel planning. Cases and experiential exercises will enhance the transfer of learning. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6030 Information and Decision Sciences (4 credits)

This course provides an application of information processing concepts from a managerial/administrative perspective. Topics include managerial issues in analysis, design, and implementation of management information systems (MIS); decision support systems, expert systems, automated financial modeling and planning method; and managerial issues of organizing information systems and telecommunication networks (information centers, local area networks (LANs), etc.) **Prerequisites:** computer literacy, graduate-level quantitative methods. Students are advised to complete CSA 6072 before this course.

CSA 6040 Economic Analysis (4 credits)

This course is designed to expose mid-level and high-level administrators to economic techniques applicable to both public and private business decision making. It will impart the skills necessary for utilization of these. An economic focus will be provided for the application of quantitative analyses such as regression, cost benefit, linear programming, mini-max, and time and risk. Applications such as demand functions, cost functions, production functions, pricing of both public and private goods, human capital and market structures will be examined. The focus of the course will be on case analysis and the preparation

by each student of a research paper that applies one of these techniques to the solution of a job-related economics problem.

Prerequisite: Graduate-level economics.

CSA 6050 Operations Management (4 credits)

Operations management covers both manufacturing and service industries and deals with a multitude of activities needed to produce or process goods and services in the private and public sectors. The course emphasizes the production and operations activities of businesses and public agencies. The operations management function to provide acceptable service to clients and customers provides the underlying theme for case analysis and discussion. **Prerequisite:** Graduate-level quantitative methods.

CSA 6060 Business and Public Policy Seminar (4 credits)

This course is designed to increase understanding of dynamic and multifaceted relationships between business and public policy. It involves an examination of key public policy processes, problems, and issues and their impact on business policies and operations. Although the focus will be on the U.S. federal government and the U.S. economy, the roles and impact of state and local governments, foreign governments, and international organizations will also be reviewed. Similarly, the "politics" of intracompany, intraindustry, and interindustry relationships will be analyzed. The approach will involve a wide variety of disciplines, eg., business administration, public administration, economics, political science, and law sociology. **Prerequisite:** CSA 6072.

CSA 6072 UNIX Competency (prerequisite)

This course includes both facility on a microcomputer of the student's choice and the use of UNIX on the Nova Southeastern University campus-based computer. Students who complete NSU's master's level UNIX competency will be exempt from this course.

CSA 6080 Professional Studies Workshop (2 credits)

A required two-credit workshop held every year in conjunction with the American Society for Public Administration's (ASPA) annual meeting for D.P.A. students, the Society for Human Resource Management annual conference for D.B.A./HRM students, the Academy of International Business' annual meeting

CSA 6130 Financial Decision Making in Business (4 credits)

An examination of the theory and practice of finance with emphasis given to financial analysis, management, and control. Topics to be offered include the theory and practice of finance to include the firm's investment, financing, and dividend decisions; analytical techniques available for problem solving; and the environment in which financial decisions are made. Coverage of these topics will be accomplished by utilizing a balance between concepts applications, case analyses, and problems. Content includes: 1) principles and functions of finance; valuation of financial market instruments; time value of money, financial ratio analysis; forecasting; 2) management of liquidity and other current assets; short- and intermediate-term financing, leasing; 3) capital investment, capital budgeting methods, required returns for companies and divisions and acquisitions; 4) theory of capital structure; dividend policy; 5) long-term financing; equity capital, long-term debt; inflation and financial market returns; and 6) mergers and acquisitions; failures and reorganizations. **Prerequisites:** Graduate-level accounting/finance.

CSA 6140 Strategic Decision Making (4 credits)

This is the capstone course in the doctoral program. Students from the various specialty programs bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

**CSA 6150 Readings in Business Administration
(4 credits)**

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

**CSA 6151 Advanced Readings in Management/
Organizational Behavior (4 credits)**

This is an independent readings course in preparation for the dissertation. A student works with his or her Chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

**CSA 6210 Strategic Decision Making, Government and
Not-for-Profit Organization (4 credits)**

This is the capstone course in the doctoral program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6220 Comparative Administrative Systems (4 credits)

This course focuses on alternative administrative arrangements within which the public administrator must function. Particular attention is given to comparative study of administrative systems in the United States, the United Kingdom, France, and Germany. The complex system of interaction and dependency created by

the dispersal of governmental authority among many agencies, levels of government, and jurisdictions are examined as are the history, contemporary conditions, and future of federal, state, and local relations. An integrated perspective is developed to give a clear understanding of the special characteristics of American public administration.

CSA 6230 Financial Decision Making in Government (4 credits)

This course begins with a review of capital budgeting techniques and practices, continues with a summary of modern economic and financial theory, and then presents applications in the national, state, and local planning, programming, and budgeting environments. Revenue budgeting at the local, state, and federal levels is examined for fairness, efficiency of collection, and economic impact. Expense budgeting examines the use that is made of revenues collected. Programs and planning activities are examined, then Congressional activities associated with the passage of the budget are examined. Cases are used to augment text readings when possible. **Prerequisite:** Master's-level accounting/finance.

CSA 6240 Constitutional/Administrative Law and Ethics (4 credits)

This course reviews the normative and legal framework of public administration in the United States. Topics include: principal doctrines of American constitutionalism that are the basis for and parameters of public management practice. Theories of due process, equal protection, federalism, and separation of powers; statutory restraints on the administrator, traditional and new forms of judicial control of administrative action, standards for the exercise of administration action, standards for the exercise of administrative discretion, and modern dynamics of the relationship between the administrative and judicial processes; conflicting demands on public managers; sense of personal responsibility for actions versus obligations to hierarchical supervisors, peers, subordinates, and the system and obligations imposed by the bureaucracy versus senses of fairness, duty, and responsibility.

CSA 6250 Readings in Public Administration (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6310 Strategic Human Resource Management and Change (4 credits)

This is the capstone course in the doctorate program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional-area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6315 Strategic Programming in Human Resource Management (4 credits)

This course will emphasize decision-making processes in the development and maintenance of various program elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Program elements that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems (HRIS). **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6325 Employee Relations and Services (4 credits)

This course will address the tools that the human resource department may employ in order to maintain optimum levels of employee morale and employee retention. Current approaches

and processes for determining which tools to use will be discussed. Included in the course will be such content as employee surveys, quality work life, discipline and due process, career management, employee assistance plans and employee counseling, outplacement, retirement planning, day care, and various auxiliary services. **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6330 Performance and Reward Systems (4 credits)

This course focuses on performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS. **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6370 Readings in Human Resource Management (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6410 International Management (4 credits)

This course is an examination of the general field of administration with emphasis on the role of the management process, organizational behavior, and human resource management in international management. Topics to be covered include the evolution of management theory, the international manager's job, the modern emphasis on effective utilization of human resources, and the managerial issues confounding top management as they attempt to plan, organize, lead, and control global operations. **Prerequisites:** Graduate-level management/organizational theory.

CSA 6420 International Marketing (4 credits)

This course is designed to develop an understanding of the problems and opportunities present in the international business

environment and the challenges involved in the development and implementation of the international corporate/marketing strategy. It includes an analysis of the environment of international markets, theories and models, market research methodology, and the market mix. **Prerequisite:** Graduate-level quantitative methods and marketing.

CSA 6430 International Finance and Banking (4 credits)

A study of the international financial management and banking functions that examines the environment for international finance and banking, balance of payments, foreign exchange, and inherent dimensions of political risk. Unique aspects of international financial management are emphasized as related to cash management, capital budgeting, and cost of capital. International banking and financial markets are discussed.

Prerequisite: Graduate-level economics and accounting/finance.

CSA 6440 Strategic Decision Making in International Business (4 credits)

This is the capstone course in the doctoral program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6450 Comparative Government and Economic Systems (4 credits)

An in-depth review and analysis of the political and socioeconomic environment of major societies that may have impact on the world scene, as viewed today. Comparative Government seeks to compare and contrast the institutional

environments of these societies as the basis for conducting international trade and advancing economic development and mutual cooperation. **Prerequisite:** Master's-level economics.

CSA 6470 International Legal Framework (4 credits)

An introduction to the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial interchanges. Topics to be covered include the history of the international legal order, sources of international law, incorporation of international law into U.S. law, sovereignty, diplomatic protection, human rights, institutions of the United Nations era, the International Monetary Fund, the General Agreement on Tariffs and Trade, expropriation of alien-owned property, sovereign immunity, act of state doctrine, jurisdiction, and extraterritoriality, and the European Economic Community.

CSA 6480 Readings in International Business Administration (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6510 International Finance (4 credits)

This course is designed to extend the student's knowledge of corporate finance, investment, and financial institutions to the international arena. The theoretical basis for the international component, the environment of the international financial component, the solution of management problems that arise due to the international component, the associated regulatory complexities, and the currently active areas of modern academic research associated with international financial management will be covered. **Prerequisite:** Graduate-level accounting/finance and economics.

CSA 6520 Financial Institutions (4 credits)

This course begins with an examination of financial analysis techniques and strategies that are used to assist in corporate decision making at commercial banks, savings and loans, savings

banks, credit unions, insurance companies, mutual and money market funds, and investment banks and brokerage firms. The role of all of these financial institutions in the economy is explored and the competitive nature and the differences between institutions is examined extensively. The macro-environment (overview) of the banking industry and other trends and problems in the environment of financial institutions are discussed. **Prerequisite:** Graduate-level accounting/finance, and economics.

CSA 6530 Financial Engineering (4 credits)

This course offers students a comprehensive overview of the significant risk management and tactical asset allocation functions offered by derivatives securities including forward and futures contracts, options, forward rate agreements, and swaps. Sample topics include hedging currency exposure, interest rate risk immunization, international diversification through swaps, exotic over-the counter products, how hedge funds use derivatives, and the like.

CSA 6540 Investments and Taxation (4 credits)

The objectives of this course are to gain an understanding of the efficient market hypothesis and tests of market efficiency; gain an understanding of options and future markets; relate options and future markets to commodity markets; evaluate portfolio management theories and practices and investigate the impact of taxes on investment instruments. **Prerequisite:** Graduate-level quantitative methods, accounting/finance and economics.

CSA 6550 Readings in Finance (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and Chairperson by the research director.

CSA 6560 Strategic Decision-Making in Finance (4 credits)

This is the capstone course in the doctoral program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6610 Administrative Theory in Health Services (4 credits)

A doctoral seminar that includes a review of work of the classical theorists in the management discipline and a more detailed discussion of modern management thought and theory in the health services environment. Students are encouraged to compare and contrast management theories and to examine these theories in the critical light of their own experience. Students develop skills in academic research through the preparation of research papers and literature reviews. **Prerequisite:** Master's-level management/organizational theory.

CSA 6620 Health Policy Analysis (4 credits)

The course examines the major historical and current influences on health policy development and implementation at the federal and state levels and the resulting structure and functions of the American health care industry. Students will identify principles for national health care and evaluate selected health policy proposals by special interest groups and state and federal government agencies.

CSA 6640 Strategic Decision Making in Health Services (4 credits)

This is the capstone course in the doctoral program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6650 Readings in Health Services (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography which supports the dissertation in that area. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6660 Legal Issues in Health Services (4 credits)

This seminar will feature a series of legal concepts and issues facing health care managers in today's dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities that make up the health care system will be studied as a framework for analyzing substantive issues.

CSA 6710 Seminar in Financial Accounting (4 credits)

This course explores the milieu of the study of financial accounting and current topics in accounting education. The course is divided into four modules. Module I, using the computer several months prior to the actual class meeting dates, reviews the writings of selected accounting authors of yesteryear.

Modules II and III discuss current issues and research in financial accounting, while Module IV critiques current problems and developments in accounting education. **Prerequisite:** Graduate-level accounting.

CSA 6720 Federal Taxes and Management Decisions (4 credits)

This course provides an overview of the area of federal taxes on individuals, corporation, and partnerships and the impact those taxes have on management decisions. Using the computer several months prior to the actual class meeting dates, Modules I and II review federal taxes on individuals and on corporations and partnerships. Modules II and IV review the impact those taxes have on the corporation and its employees and executives and the management decisions that can be made to minimize the impact. **Prerequisite:** Graduate-level accounting.

CSA 6730 Seminar in Managerial Accounting (4 credits)

This course discusses areas of interest in managerial accounting. Module I, using the computer several months prior to the actual class meeting dates, reviews current developments in human resource accounting, behavioral accounting, and public interest/social responsibility accounting. Modules II and III deal with the current writings, research, and issues in the domain of managerial accounting. Module IV, using a case study approach, consists of open discussions of ethics in accounting and business. **Prerequisite:** Graduate-level accounting.

CSA 6740 International Accounting and Taxation (4 credits)

This course is divided into four modules. Module I, using the computer several months prior to the actual class meeting dates, reviews how U.S. corporations and their foreign subsidiaries account for foreign transactions. Module II reviews the ways other nations do their accounting. Module III explores ways and means of harmonizing the many diverse accounting systems currently in practice. Module IV reviews the ways other nations tax their citizens and corporations. **Prerequisite:** Graduate-level accounting.

CSA 6750 Readings in Accounting (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in

developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6810 Marketing Theory (4 credits)

This course is designed to prepare D.B.A. candidates in Marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The students will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, students will read and critique works in the field. **Prerequisite:** Graduate-level Marketing Management.

CSA 6830 Research Analysis for Marketing Decisions (4 credits)

The course is designed to help D.B.A. candidates master their understanding of the total process of generating and transforming data into information relevant to identification and analysis of issues in the field of marketing. Emphases are placed on research designs: exploratory, descriptive, and causal; methodologies in: measurement and scaling, sampling, and inferential statistics; techniques of data analysis: parametric, nonparametric, simple, and multivariate. Students will gain experience in analyzing "real-life" marketing research data using either VAX or PC-based SPSSx software. **Prerequisite:** Graduate-level Marketing Management.

CSA 6840 Marketing Strategy (4 credits)

This is the capstone course in the doctorate program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisite:** completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6850 Readings in Marketing (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6890 Marketing Topics (4 credits)

Students will be introduced to special topics such as international marketing, buyer behavior, marketing communications, brand equity, etc. **Prerequisite:** Graduate-level Marketing Management.

CSA 6910 Enterprise Architecture (4 credits)

Administrative Theory and Practice concepts are combined with concepts and architecture of information systems for IT-enterprise architecture alignment. Topics include information concepts, flows, and system types; information's role in planning, operations, control, and decision making; information systems' integration across function, managerial level, and other attributes. Tools and methods expediting specialized IS designs and application requirements are examined IS planning, implementation, and management strategies reviewed. Trends in development of group support systems, expert systems, office automation, and information engineering are described. Techniques for creating a comprehensive enterprise-wide plan optimizing productivity through enterprise architecture planning are delineated. **Prerequisite:** Graduate-level MIS.

CSA 6920 Telecommunications and Data Networks (4 credits)

Recent advances and new applications in the expanding field of telecommunications and computer networks are examined. Technical fundamentals, architectures and network design are described. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security are delineated. Topics include ISDN and B-ISDN, the OSI model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics. Trends in standardization, internetworking, downsizing, and the development of local area networks (LANs),

wide area networks (WANs), metropolitan area networks (MANs), value added networks (VANs), and enterprise-wide networks are explored. Prerequisite: Graduate-level MIS.

CSA 6930 Applied Database Management Systems (4 credits)

Techniques for determining database requirements and managing organizational data resources are examined. Strategies for designing data base management systems applications satisfying specific requirements are presented. Components and architectures of data and the relational model are analyzed. Methods for creating and implementing object-oriented IS are explored. Topics include object-oriented languages, user interface, data bases and expert system, distributed computing, advantages and drawbacks of commercially available DBMS tools and products. Prerequisite: Graduate-level MIS.

CSA 6940 Strategic Decision Making in Information Technology Management (4 credits)
(Replaces CSA 6140 in 1994-95 Catalog)

This is the capstone course in the doctoral program. Students from the various specialty courses bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders-key executives, customers, buyers, owners, and other interested parties-will be examined. Substantial attention is given to selecting and formulation goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives.

CSA 6950 Readings in Information Systems (4 credits)

This is an independent readings course in preparation for the dissertation. A student works with their Chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and Chairperson by the research director.

The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. Prerequisite: completion of all other course work and passing of Part I of the Comprehensive Exam.

CSA 6960 Software and Information Engineering Integration (4 credits)

An in-depth study of techniques and methods for the creation of IS, including systems analysis and specification, design, test, evaluation, and project management. Topics include systems life-cycle models, requirements definition, behavioral specification, prototyping, structuring and modeling techniques including object-oriented design, testing techniques, reliability measurement, acceptance testing, IS project management including planning and risk analysis, project control, software cost estimation techniques/models software quality assurance, team organization approaches, documentation and configuration management, and automated project management tools. Prerequisite: Graduate-level MIS.

CSA 6970 Object Oriented Methodologies (4 credits)

This course presents a thorough introduction to, and broad overview of, fundamentals of object-oriented analysis and design (O-OA&D) issues and methods. Systems analysis methods are discussed and the object-oriented approach is illustrated. Main elements of O-OA are emphasized—Identifying Objects and Structure, object model elements, classes, and objects. Attributes, Connections, and Services definition. An incremental and iterative process for object-oriented developments is presented, emphasizing O-O graphical notation and the step-by-step OOD process. Real world applications are discussed with a focus on the Rational ROSE O-O CASE Tool for analysis and design. Prerequisite: CSA 6960

CSA 6980 Strategic Use of Information Technology (4 credits)

This course focuses on the use of information as an enterprise asset; IT's roles in marketing, product/service differentiation, and process engineering; and the global aspects of IT management. Current and advanced technologies, including O-O methods, distributed databases, and network architectures provide the context for examining the driving and enabling roles of IT application in creating and sustaining Competitive Advantage, Operational Efficiencies, Enterprise Effectiveness, and Customer-centered advantage; as well as the alignment of IT infrastructure with enterprise strategy in the development, implementation, evaluation, and integration of IT resources. **Prerequisite:** Graduate-level MIS.

CSA 7000 Advanced Seminar in Management Education Methods (2 credits)

This course addresses the techniques and strategies that instructors may employ in the education of adult professionals and executives. Seminar participants will explore various options for teaching specific content typologies in a formal educational environment. Participants will also assess their instructional style. Accelerated learning methods will be discussed. **Prerequisite:** An advanced degree, and current or previous enrollment in the D.B.A., D.P.A., or D.I.B.A. program. Registration for this course requires approval of the associate dean for academic affairs of the School of Business and Entrepreneurship. This course will be required for all doctoral candidates enrolled in the School of Business and Entrepreneurship interested in applying for a graduate teaching assistantship of NSU.

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Nova Southeastern University Policies Governing Student Relations

General

Nova Southeastern University has established specific policies, procedures, and guidelines defining its relationship with its students. The term "student" defines the student, or parents of the student if the student qualifies as a dependent under the provisions of the Internal Revenue Code.

Institutional and Academic Information

Nova Southeastern and its academic schools and centers periodically publish bulletins or catalogs describing NSU and its programs. These bulletins are available to enrolled and prospective students through the various admissions offices associated with academic units or from the Office of the University Registrar. Each academic unit, group of units, and/or the registrar's office maintains at least one full-time employee to assist students in obtaining information.

International Students

International students who intend to reside in the United States and who are required to obtain an I-20 visa must be full-time degree-seeking students and must attend the main campus in Fort Lauderdale. While financial aid is available for United States citizens only, some scholarship money may be available for foreign students. For further information contact: International Student Adviser, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314. Toll free: (800) 541-6682, Ext. 5695. All others: (305) 370-5695.

Veterans' Benefits

All programs described in this catalog are approved for veterans' training by the Bureau of State Approval for Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314, telephone (305) 370-5695 or toll-free (800) 541-6682, Ext. 5695.

Veterans' Benefits for Off-Campus Graduate Programs

The Veterans Administration considers all programs that meet off campus (field-based programs, cluster programs) to be programs of independent study for veterans' benefits purposes. The Veterans Administration will make the decision as to the rate of the benefit.

Grade/Progress Reports for VA Students

Each VA student will be provided a grade/progress report at the end of every evaluation period (e.g., term, semester, quarter). A copy of each report will be placed in the student's permanent file maintained by the Office of the University Registrar.

Nondiscrimination

Nova Southeastern fully subscribes to and practices a policy of nondiscrimination in admissions and enrollment. No applicant or enrolled student shall be discriminated against because of religion, sex, handicap, color, or national or ethnic origin. The University registrar is designated as the policy coordinator to assure compliance with all federal, state, and local laws and regulations relative to nondiscrimination.

STUDENT RIGHTS AND RESPONSIBILITIES

The Code of Student Conduct and Academic Responsibility

Purpose: This code seeks to promote high standards of academic integrity by setting forth the responsibilities of students as members of the University community. Abiding by the code ensures a climate wherein all members of the University community can exercise their rights of membership.

Nova Southeastern University Statement of Academic Rights and Responsibilities

Nova Southeastern University, as a community of women and men, is committed to furthering scholarship, academic pursuits, and service to our society. As an institution, our purpose is to assure all students an equal opportunity to fulfill their intellectual potential through pursuit of the highest standards of academic excellence.

Certain rights and obligations flow from membership in any academic community committed to such goals:

- The rights of personal and intellectual freedom, which are fundamental to the idea of a university;
- A scrupulous respect for the equal rights and dignity of others; and
- Dedication to the scholarly and educational purposes of the University and participation in promoting and assuring the academic quality and credibility of the institution.

Students are responsible for obtaining, learning, and observing the established University and center policies as listed in all official publications. In addition, students must comply with the legal and ethical standards of the institution as well as those of Broward County and the State of Florida. All members of the community should inform the appropriate official of any violation of conduct regulations.

A. Academic Standards

The University expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The academic honesty standards include:

1. **Original Work.** Assignments such as course preparations, exams, texts, projects, term papers, practicums, etc., must be the original work of the student. Original work may include the thoughts and words of another author, but if that is the case, those ideas or words must be indicated in a manner consistent with a University-recognized form and style manual.

Work is not original that has been submitted previously by the author or by anyone else for academic credit. Work is not original that has been copied or partially copied from any other source, including another student, unless such copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used prior to or during the course of the examination.

2. **Referencing the Works of Another Author.** All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each center's specific accepted reference manuals and rules of documentation. Standards of scholarship require that proper acknowledgement be given by the writer when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students' work must comport with the adopted citation manual for their particular center.

At Nova Southeastern University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards I(A) (1) or I(A) (2) is considered plagiarism at Nova Southeastern University.

3. Tendering of Information. All academic work must be the original work of the student. Giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.

4. Acts Prohibited. Students should avoid any impropriety, or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals.

Violations of academic responsibility include, but are not limited to:

- a. Plagiarism;
- b. Any form of cheating;
- c. Conspiracy to commit academic dishonesty;
- d. Misrepresentation;
- e. Bribery in an attempt to gain an academic advantage;
- f. Forging or altering documents or credentials; and
- g. Knowingly furnishing false information to the institution.

5. Additional Matters of Ethical Concern. Where circumstances are such as to place students in positions of power over University personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious manner.

B. Conduct Standards

1. Students should not interfere with the rights, safety, or health of members of the University community nor interfere with other students' right to learn. Students are expected to abide by all University, center, and program rules and regulations and all local, state, and federal laws. Violations of conduct standards include, but are not limited to:

- a. Theft;
- b. Vandalism;
- c. Disruptive behavior;

- d. Possession or use of firearms, fireworks, explosives, or other dangerous substances or items;
 - e. Possession, transfer, sale, or use of illicit drugs;
 - f. Appearance in class or on campus under the apparent influence of alcohol or illicit drugs or chemicals;
 - g. Violations of housing regulations;
 - h. Any act or conspiracy to commit an act which is harassing or abusive or which invades an individual's right to privacy, including, but not limited to, sexual harassment and abuse against members of a particular racial, ethnic, religious, or cultural group;
 - i. Threats of or actual damage to property or physical harm to others; and
 - j. Nova Southeastern University prohibits any activity that may be construed as hazing. "Hazing" is defined as: any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any organization operating under the sanction of a university; and
 - k. Failure to pay tuition and fees in a timely manner.
2. Students must have authorization from the University to have access to University documents, data, programs, and other types of information and information systems. Any use of the above without authorization is prohibited.

C. Supplementary Standards

Students are expected to comply with the legal and ethical standards of this institution and those of their chosen field of study, including the code of ethics for computer usage. The University and each center or program may prescribe additional standards for student conduct as would comport with the letter and spirit of this code.

D. Violations

Any violation(s) of any of the academic standards, conduct standards, or supplemental standards may result in a complaint being filed against a student to enforce the Code of Student Conduct and Academic Responsibility. Deans or directors may, in their discretion, immediately suspend students pending a hearing on charges of academic conduct or supplemental standard violations. Any student found guilty of a violation of the academic, conduct, or supplemental standards will be subject to disciplinary action, including expulsion from the University.

Student Code of Computer Ethics

Nova Southeastern University provides computer systems with access to hardware, software, and networks to enhance academic experience. The University's computer systems are vital to its programs of instruction, research, and administration. Nova Southeastern University's computer systems refer to all computers owned or operated by the University and include hardware, software, data, and communication networks associated with these systems. In particular, computer systems refer to systems ranging from multiuser time-sharing systems to single-user terminals and personal computers, whether free standing or connected to a network.

Ethical conduct by students in the use of this technology is the same as in all other areas of University life and it is of equal importance. All students are expected to abide by the Nova Southeastern University Code of Student Conduct and Academic Responsibility. Students, as part of their academic preparation toward specific professional career goals, must be aware of and abide by the professional code of ethics associated with that chosen profession. Therefore, student technology users must apply standards of normal academic and professional ethics and considerate conduct to their use of the University's computing systems and resources, including respect of other users' rights to privacy.

The student user must be aware of the legal and moral responsibility for ethical conduct in the use of technology. Student users of Nova Southeastern University's computer systems are subject to all applicable federal, state, and international computer laws. A copy of the Florida Computer Crimes Act and referenced Florida Statutes may be examined online or in a student's academic program office.

In addition, a student accessing any of Nova Southeastern University's computer systems, whether a multiuser time-sharing system or a single-user terminal or personal computer, must:

- Have proper authorization for use or attempted use of accounts within the Nova Southeastern University computer systems
- Limit the use of Nova Southeastern University computer systems to academic activities as defined by the student's academic program office
- Refrain from attempting to tamper with or obstruct the operation of Nova Southeastern University's computer systems
- Be aware that accessing or using another person's computer account without that person's permission is illegal and unethical
- Refrain from any attempt to use Nova Southeastern University's computer systems as a means for the unauthorized access to computer systems outside the University's systems
- Be aware that the use of invasive software, such as worms and viruses destructive to hardware, software, or data files, is illegal and unethical
- Be aware that using Nova Southeastern University's computer systems to act or behave in a rude, obscene, or harassing manner will be dealt with by appropriate University policy, procedures, and agents
- Use only legally obtained or licensed data or software in accordance with its license or purchase agreement
- Be in compliance with federal copyright laws and the Nova Southeastern University copyright code.

As with all matters of law and ethics, ignorance of the rules does not excuse violations. Inappropriate conduct and violations will be dealt with under the guidelines of the Nova Southeastern University Code of Student Conduct and Academic Responsibility as defined and determined by the Office of the Academic Vice-President and the Office of the Dean of a student's academic program.

Drug-Free Schools and Campuses

In order to comply with the Drug-Free Schools and Communities Act (Pub. L. No. 101-226, Title 34 C.F.R., part 86), Nova Southeastern University has adopted the following policy for all work place, school, campus, and field-based programs.

The unlawful manufacture, distribution, dispensation, possession, or use of illicit drugs* and the abuse of alcohol are prohibited in and on Nova Southeastern University owned or controlled property and as a part of any of its activities. No Nova Southeastern University employee or student is to report to work or school while under the influence of illicit drugs or alcohol.

There are serious health risks associated with the abuse of drugs and alcohol (see attached "Controlled Substances—Uses and Effects"). If you, a fellow student, teacher, or co-worker has a problem with abuse of drugs and/or alcohol, help can be provided at the following locations:

On Campus:

Nova Southeastern University Student Counseling Service
Mailman Building
(305) 475-7552

Nova Southeastern University Community Mental Health
Davie 475-7070
Lauderhill 486-3663
Coral Springs 753-7020

Community:

Florida Department of Education
Educational Prevention Center
Knott Building
Tallahassee, Florida 32399
(904) 488-6304

Department of Health and Rehabilitative Services
Alcohol and Drug Abuse Program
1317 Winewood Boulevard
Tallahassee, Florida 32399
(904) 488-0900

*The term "illicit drugs" refers to all illegal drugs and to legal drugs obtained or used without a physician's order.

When you use or deal in drugs, you also risk incarceration and/or fines. The attached federal sentencing guidelines indicate federal penalties for trafficking in drugs.

In addition to the federal sanctions, Florida state statutes provide sanctions in regard to the use, possession, and/or sale of illicit drugs and the abuse of alcohol. Punishment varies dependent upon the amount and type of drug and/or alcohol involved. Felony convictions range from one year to life imprisonment. Possession of not less than 20 grams of cannabis is punishable as a misdemeanor of the first degree. Punishment for misdemeanors ranges from less than 60 days to one year imprisonment.

Under §893.13, Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or possess with intent to sell, purchase, manufacture, or deliver a controlled substance. Violation of this statute is a felony and is punishable under Chapter 775 of the Florida Statutes.

Under §893.13 (1) (e), Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or to possess with the intent to sell, purchase, manufacture, or deliver a controlled substance in, on, or within 1,000 feet of a public or private elementary, middle, or secondary school. Punishment for a violation of this statute may include a minimum three-year imprisonment.

Under §316.1936, Florida Statutes, it is unlawful for any person to possess an open container of alcoholic beverage while operating a vehicle in the state or while a passenger in or on a vehicle being operated in the state. Violation of this law will result in a noncriminal moving traffic violation, punishable as provided in Chapter 318 of the Florida Statutes, with fines and points on a driving record leading to driver's license suspension.

Under §316.193, Florida Statutes, a person is guilty of driving under the influence if such a person is driving or in actual physical control of a vehicle within the state and the person is under the influence of alcoholic beverages or any controlled substance when affected to the extent that his or her normal faculties are impaired or the person has a blood alcohol level of .10 percent or higher. First conviction on such a DUI charge shall result in a fine not less than \$250 or more than \$500 and imprisonment not more than six months. A second conviction results in a fine of not less than \$500 or more than \$1,000 and not more than nine months' imprisonment. Third conviction will result in not less

than a \$1,000 fine or more than a \$2,500 fine and imprisonment for not more than 12 months.

By applying for a driver's license and accepting and using a driver's license, a person holding the driver's license is deemed to have expressed his or her consent to submit to breath, blood, and urine tests for alcohol, chemical substances, or controlled substances.

Nova Southeastern University requires that an employee notify the employer of any criminal drug statute conviction for a violation occurring in the work place no later than five (5) days after such conviction. In order to comply with federal law, Nova Southeastern University must notify any federal contracting agency within ten (10) days of having received notice that an employee engaged in the performance of a federal contract or grant has had a criminal drug statute conviction for a violation occurring in the work place. Any criminal drug convictions in the work place must be reported by the employee to his or her University supervisor or department head within five (5) days of the date of such conviction. The University will discipline any employee who is so convicted or require the employee's satisfactory participation in a drug/alcohol abuse assistance or rehabilitation program within thirty (30) days of notice of such conviction.

Any Nova Southeastern University employee or student determined to have violated this policy shall be subject to referral for prosecution by the appropriate authorities. Other sanctions include evaluation/treatment for drug use disorder, which may include mandatory completion of a drug/alcohol abuse rehabilitation program, expulsion, and/or termination.

All Nova Southeastern University faculty and staff members will, as a condition of their employment, abide by the terms of this policy. All Nova Southeastern University students will, as a condition of their enrollment, abide by the terms of this policy.

Federal Trafficking Penalties

PENALTY		Quantity	DRUG	Quantity	PENALTY	
1st Offense	2nd Offense				1st Offense	2nd Offense
Not less than 10 years. Not more than life.	Not less than 5 years. Not more than 40 years.	10-99 gm or 100-999 gm mixture	METHAMPHETAMINE	100 gm or more or 1 kg ¹ or more mixture	Not less than 10 years. Not more than life.	Not less than 20 years. Not more than life.
		100-999 gm mixture	HEROIN	1 kg or more mixture		
		500-4,999 gm mixture	COCAINE	5 kg or more mixture		
		5-49 gm mixture	COCAINE BASE	50 gm or more mixture		
		10-99 gm or 100-999 gm mixture	PCP	100 gm or more or 1 kg or more mixture		
		1-10 gm mixture	LSD	10 gm or more mixture		
		40-399 gm mixture	FENTANYL	400 gm or more mixture		
		10-99 gm mixture	FENTANYL ANALOGUE	100 gm or more mixture		

Drug	Quantity	First Offense	Second Offense
Others ²	Any	Not more than 20 years. If death or serious injury, not less than 20 years, not more than life. Fine \$1 million individual, \$5 million not individual.	Not more than 30 years. If death or serious injury, life. Fine \$2 million individual, \$10 million not individual.
III	All	Any	Not more than 5 years. Fine not more than \$250,000 individual, \$1 million not individual.
IV	All	Any	Not more than 3 years. Fine not more than \$250,000 individual, \$1 million not individual.
V	All	Any	Not more than 1 year. Fine not more than \$100,000 individual, \$250,000 not individual.

¹ as originally enacted states 100 gm. Congress requested to make technical correction to 1 kg.

² Does not include marijuana, hashish, or hash oil.

Federal Trafficking Penalties – Marijuana

Quantity	Description	First Offense	Second Offense
More than 1,000 kg; or more than 100 plants	Marijuana	Not less than 10 years, not more than life. If death or serious injury, not less than 20 years, not more than life. Fine not more than \$4 million individual, \$10 million other than individual.	Not less than 20 years, not more than life. If death or serious injury, not less than life. Fine not more than \$8 million individual, \$20 million other than individual.
100 to 1,000 kg; or 100-999 plants	Marijuana	Not less than 5 years, not more than 40 years. If death or serious injury, not less than 20 years, not more than life. Fine not more than \$2 million individual, \$5 million other than individual.	Not less than 10 years, not more than life. If death or serious injury, not less than life. Fine not more than \$4 million individual, \$10 million other than individual.
10 to 100 kg	Marijuana	Not more than 20 years. If death or serious injury, not less than 20 years, not more than life. Fine \$1 million individual, \$5 million other than individual.	Not more than 30 years. If death or serious injury, life. Fine \$2 million individual, \$10 million other than individual.
10 to 100 kg	Hashish		
10 to 100 kg	Hashish Oil		
10-99 plants	Marijuana		
Less than 50 kg	Marijuana	Not more than 5 years. Fine not more than \$250,000, \$1 million other than individual.	Not more than 10 years. Fine \$500,000 individual, \$2 million other than individual.
Less than 10 kg	Hashish		
Less than 1 kg	Hashish Oil		

CSA SCHEDULES	DRUGS'	TRADE OR OTHER NAMES	MEDICAL USES	DEPENDENCE	TOLERANCE	DURATION	USUAL	EFFECTS OF	WITHDRAWAL
				Physical	Psychological	Hours	ADMINISTRATION	OVERDOSE	SYNDROME
MARCOPTICS									
II III IV	Opium	Down's Powder, Paragone, Paragocidin	Analgic, antidiarrheal	High	High	3-6	Oral, smoked	Slow and shallow breathing, clammy skin, convulsions, coma, possible death	Watery eyes, runny nose, yawning, loss of appetite, tremors, panic, cramps, nausea, chills and sweating
II III IV	Morphine	Morphine, MS-Contin, Rozanol, Rozanol SR	Analgic, antitussive	High	High	3-6	Oral, smoked, injected		
II III IV	Codine	Tylenol w/Codin, Robi-Acain AC, Erginon	Analgic, antitussive	Moderate	Moderate	3-6	Oral, injected		
I	Heroin	Diacetylmorphine, Horse, Smack	None	High	High	3-6	Injected, smoked, sniffed, smoked		
II	Hydrocodone	Dauvid	Analgic	High	High	3-6	Oral, injected		
II	Alpridine (Phenidrine)	Demerol, Mepexon	Analgic	High	High	3-6	Oral, injected		
II	Methadone	Dolophine, Methadone, Methadose	Analgic	High	High	3-6	Oral, injected		
I II III IV	Other Narcotics	Numburon, Percodan, Percoset, Tylox, Tussexon, Fentanyl, Demcon, Lamodi, Talwin ²	Analgic, antidiarrheal, antitussive	High-Low	High-Low	Variable	Oral, injected		
DEPRESSANTS									
IV	Chloral Hydrate	Hocac	Hypnotic	Moderate	Moderate	5-8	Oral	Slurred speech, drowsiness, stupor, coma, without odor of alcohol	Anxiety, insomnia, tremors, delirium, convulsions, possible death
II III IV	Barbiturates	Amytal, Nembutal, Fiorinal, Lobaral, Tuinal, Secondol, Buttol, Phenobarbital	Anesthetic, anticonvulsant, sedative, hypnotic, antiepileptic, antitussive, antidiarrheal, antitussive, antitussive	High-Mod.	High-Mod.	1-16	Oral		
IV	Benzodiazepines	Alivan, Dalmane, Librium, Restoril, Diazepam, Xanax, Serax, Valium, Tranexan, Versed, Versitran, Valdon, Propanol	Antianxiety, anticonvulsant, sedative, hypnotic	Low	Low	4-8	Oral		
I	Methaqualone	Quaalude	Sedative, hypnotic	High	High	4-8	Oral		
III IV	Guaifenesin	Doriden	Sedative, hypnotic	High	High	4-8	Oral		
III IV	Other Depressants	Equanil, Miltown, Meluzar, Placidyl, Valmid	Antianxiety, sedative, hypnotic	Moderate	Moderate	4-8	Oral		
STIMULANTS									
II	Cocaine ¹	Coke, Flak, Snow, Crack	Local anesthetic	Possible	High	1-2	Sniffed, smoked, injected	Agitation, increase in body temperature, hyperreflexia, hallucinations, possible death	Apathy, long periods of sleep, irritability, depression, disorientation
II	Amphetamine	Biphentamine, Dexedrine, Desoxyn, Dexadrine, Benzedrin	Attention deficit disorder, narcolepsy, weight control	Possible	High	2-4	Oral, injected		
II	Phenmetrazine	Prelexin	Weight control	Possible	High	2-4	Oral, injected		
II	Methylphenidate	Ritalin	Attention deficit disorder, narcolepsy	Possible	Moderate	2-4	Oral, injected		
III IV	Other Stimulants	Adipon, Cyfert, Deltas, Isoniazin, Malfast, Pepine, Sanaxon, Tenuate, Tepanil, Prelis-2	Weight control	Possible	High	2-4	Oral, injected		
HALLUCINOGENS									
I	LSD	Acid, Microdot	None	None	Unknown	8-12	Oral	Longer, more intense "trips" episodes, psychosis, possible death	Withdrawal symptoms not reported
I	Mescaline and Psilocybin	Mesc. Buttons, Cazias	None	None	Unknown	8-12	Oral		
I	Amphetamine Variants	2,5-DMA, PHA, STP, MDA, MDMA, TMA, DOM, DOB	None	Unknown	Unknown	Variable	Oral, injected		
II	Phencyclidine	PCP, Angel Dust, Hog	None	Unknown	High	Days	Smoked, oral, injected		
I	Phencyclidine Analogues	PCP, PCP-TCP	None	Unknown	High	Days	Smoked, oral, injected		
I	Other Hallucinogens	Bolaxamine, Ibogaine, DMK, DET, Psilocybin, Psilocybin	None	None	Unknown	Variable	Smoked, oral, injected, sniffed		
CANNABIS									
I	Marijuana	Pot, Azuleco Gold, Grass, Reeler, Shamilla, Thee Sticks	None	Unknown	Moderate	2-4	Smoked, oral	Fatigue, relaxed peripheral, possible psychosis	Insomnia, hyperactivity and decreased appetite, occasionally decreased behavior
II	Tetrahydrocannabinol	THC, Marled	Cancer chemotherapy antitumorant	Unknown	Moderate	2-4	Smoked, oral		
I	Hashish	Hash	None	Unknown	Moderate	2-4	Smoked, oral		
I	Hashish Oil	Hash Oil	None	Unknown	Moderate	2-4	Smoked, oral		

¹ Designated a narcotic under the CSA. ² Not designated a narcotic under the CSA.

Smoking and Nonsmoking

Smoking is prohibited in any Nova Southeastern University facility where, regardless of physical separation, nonsmokers share a ventilation system with smokers.

This policy does not apply to living quarters (dormitories) which are subject to a separate smoking policy. Nor does this policy in any way supersede the Florida Clean Indoor Air Act.

Alcohol and Other Drugs

Nova Southeastern University, as an institution of higher education, is dedicated to the well-being of all members of the University community—students, faculty, staff, and administrators. Concerned with the misuse of alcohol and other drugs (both licit and illicit), it is the policy of the University to endeavor to prevent substance abuse through programs of education and prevention.

The University recognizes alcoholism and drug abuse as illnesses or treatable disorders, and it is the University's policy to work with members of the University community to provide channels of education and assistance. However, it is the individual's responsibility to seek help. The University also recognizes that the possession and/or use of certain substances is illegal, and the University is obligated to comply with local, state, and federal laws.

1. While on campus or engaged in any University related activity, members of the University community must be in a fit condition to perform appropriately. Being under the influence of alcohol and/or drugs is prohibited and may subject the individual to disciplinary action including the possibility of dismissal.
2. Employees will be evaluated only on their work performance. If alcohol consumption or the use of any other drug affects an employee's performance, assistance is available. However, if an employee's performance continues to deteriorate, the University will discipline the employee based on his or her job performance. Poor job performance will lead to discharge.

3. Professional assistance for substance abuse is given on a confidential, professional, and voluntary basis. The purpose of this assistance is to help the individual member of the University community who has a substance abuse problem lead a productive work and/or academic life free of substance abuse.
4. Members of the University community who engage in any illegal activity involving alcohol or other drugs are subject to dismissal.

Substance Abuse Awareness, Education, and Prevention

Nova Southeastern University's activities in substance abuse awareness, education, and prevention exist to encourage members of the University community to avoid the use of illicit drugs, to use alcohol and other licit drugs in a responsible manner, and to avert the need for direct intervention. The specific goals of the program are the following:

- To educate all members of the community that the use and possession of certain substances are illegal and may result in adverse consequences
- To inform members of the University community concerning the physical and psychological effects of alcohol and other drugs and to develop an awareness of potential problems that can result from the use of these substances
- To support those who choose not to drink alcohol or to use other drugs
- To teach those who choose to drink alcohol to do so responsibly
- To help those who abuse alcohol or other drugs.

In order to achieve these goals, the University operates and/or engages in the following programs and activities:

- 1. Alcohol and Drug Resource Center.** The Resource Center is directed by an existing staff member. Additional staff consists of student employees, practicum students, and/or student volunteers. The center has the primary responsibility for the University's prevention and education programs. It coordinates the various activities and serves as a clearinghouse for alcohol and drug information. Each academic center designates a contact person who works with the Resource Center staff to disseminate information within their centers.
- 2. Advisory Committee.** This is a group of administrators, faculty, and student leaders who are appointed by the vice-president for academic affairs to serve as advisers and resource persons. The committee is chaired by the director of the Alcohol and Drug Resource Center. The group meets monthly to discuss and develop program plans and activities.
- 3. Alcohol and Drug Awareness Activities.** Under the direction of the Resource Center, there are regular and ongoing activities designed to disseminate information about alcohol and drug use. The audience of the information is all students, employees, and faculty of the University, both on and off campus. The awareness activities can include posters, media campaigns, films, exhibits, and literature. The University supports the National Alcohol Awareness Week and schedules activities at that time to promote awareness on campus.
- 4. Student Organizations.** The student governments are encouraged to establish chapters of organizations such as BACCHUS (Boost Alcohol Consciousness Concerning the Health of University Students) and SADD (Students Against Drunk Driving).
- 5. Alcohol and Drug Workshops.** Workshops are provided for student leaders and for employees as part of the University's staff development program. These workshops provide the opportunity for participants to discuss the

information they receive. Student leaders are required to complete such workshops before they can plan parties that involve drinking.

6. **Academic Courses.** Several academic centers have put identifiable units on alcohol and drugs into appropriate existing courses. Additionally, several academic centers have established elective courses in substance abuse and/or recommend students to take such courses in other centers. Assistance is available to the academic centers from the Alcohol and Drug Abuse Resource Center to ensure the substance abuse content of courses is consistent with University policies.
7. **Orientation.** Academic centers include information on drugs and alcohol in the orientation sessions and materials for new students. The orientation provides a general orientation to the problems of substance abuse and includes a statement of the University's policy on drugs and alcohol. The information is presented in a positive manner. The Resource Center works with the academic centers to prepare the materials presented.

Communicable Diseases Policy Guidelines

It is the intent of the University to protect students and employees from exposure to communicable diseases that pose reasonable risk of harm to members of the University community. It is also the intent of the University to protect the rights of those infected with a communicable disease pursuant to the Sick Leave Policy of the University. Employees and students of the University who do become infected with a communicable disease are subject to the guidelines listed below.

All employees diagnosed with any communicable disease will receive the same benefits and privileges extended to any employee under the Sick Leave Policy and shall be afforded confidentiality for all related issues.

The University will be flexible in its response to incidents of communicable disease, evaluating each occurrence in light of this policy and current available medical information.

Guidelines

1. For the purpose of this policy, the term "employee" shall include all persons employed by the University, either full time or part time, including adjuncts and off-site coordinators, but shall not include the following persons:
 - a. Members of the Board of Trustees
 - b. Guest lecturers
 - c. Vendors

The term "student" shall include all persons enrolled at the University, either part time or full time, from pre-school through graduate studies.

The term "infected person" shall include students and employees who have been medically diagnosed as infected with a communicable disease.

In the event that any employee, administrator, or student has a concern about the potential for the spread of a communicable disease within the University community, those concerns should be brought to the assistant director of human resources for review consistent with the current available information on the spread of the particular communicable disease. After review and evaluation of the concerns, if there appears to be a reasonable likelihood of the spread of the disease within the University community by an infected person, the assistant director of human resources will, after notification of the issues presented to the University president, contact the Broward County Health Department for recommendations of appropriate action consistent with state law.

The University will make available to its employees and students information about the transmissibility of communicable diseases and precautions that can be taken to prevent the spread of various communicable diseases.

2. An infected person can continue to work and study so long as he or she is able to continue to perform regular responsibilities satisfactorily and so long as the best available medical evidence indicates that his or her continued status does not present a health or safety threat to self or others. Infected employees with diseases that threaten the safety of others are eligible for the same leave of absence provisions of current University policy for sick or annual leave.
3. An infected person returning to work or school after a leave of absence for reasons related to a communicable disease must provide a statement from his or her treating physician indicating current medical status. An employee shall submit the physician's statement to the director of human resources or a delegated representative. Students shall submit their statement to their program dean.
4. Within reason, the University shall make accommodations to the infected persons, whenever possible, to ensure continuity in employment or in the classroom. Such measures may include, subject to administrative limitations, job reassignment or class reassignment to place the infected person in a less demanding position.

5. No infected person (employee or student) may be dismissed from the University solely on the basis of a diagnosis of an infection of a contagious disease. A decision to dismiss or discharge will only be made after reasonable accommodation has been attempted and an examination of facts demonstrate that the infected person can no longer perform as required or poses a reasonable threat to the health and safety of those around him or her.
6. Disciplinary measures are available to the University when any employee fails or refuses to work at his or her assigned job with an infected person who has not been deemed to pose a present health or safety threat to self or to others. Student disciplinary measures shall range from counseling to expulsion.
7. As with any medical condition, employees must not disclose information regarding another employee or student to anyone except those employees with a medical or administrative need to know. The University shall take every precaution to ensure that confidentiality is maintained. Breach of such confidentiality by any employee shall result in disciplinary action.

Policy on Sexual Harassment

It is the intent of Nova Southeastern University to protect all employees and students from sexual harassment. Sexual harassment is a violation of Title VII. Sexual harassment undermines the integrity of the employment and academic environment, debilitates morale, and interferes with the effectiveness of employees and students. In accordance with Equal Employment Opportunity Commission-promulgated guidelines, unwelcome sexual advances, unwanted requests for favors of a sexual nature, and any other verbal or physical conduct of a sexual nature are considered sexual harassment if:

- (a) Explicit or implicit submission to sexual overtones is made a term or condition of employment.
- (b) Employment decisions are made on the basis of whether submission to or rejection of sexual overtones occurred.

(c) An individual's work performance is unreasonably interfered with by a sexually intimidating, hostile, or offensive atmosphere.

A. At Nova Southeastern University, sexual harassment of or by employees includes:

1. Unwelcome or unwanted sexual advances. This includes unwelcome physical contact or sexual advances considered unacceptable by another individual.
2. Requests or demands for sexual favors. This includes subtle or blatant pressures or requests for any type of sexual favor accompanied by an implied or stated promise of preferential treatment or negative consequence concerning one's employment status.
3. Verbal abuse that is sex-oriented or considered unacceptable by another individual, as well as sexually derogatory comments. This includes commenting about an individual's body or appearance when such comments go beyond mere courtesy; telling jokes that are clearly unwanted and considered offensive by others; or other tasteless, sexually-oriented comments or innuendoes or actions that offend others.
4. Engaging in any type of sexually-oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone that reduces personal productivity or time available to work at assigned tasks.
5. Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually-oriented conversations, suggestions, requests, demands, physical contacts or attentions.

Nova Southeastern University will not tolerate sexual harassment. Sexual harassment is an insidious practice. It demeans individuals being treated in such manner and creates unacceptable stress for the entire organization. Persons harassing others will be dealt with swiftly and vigorously.

Normal, noncoercive interaction that is acceptable to both parties is not considered to be sexual harassment.

All allegations of sexual harassment of or by an employee, client, or vendor will be promptly and thoroughly investigated by the Human Resources Department and should be reported promptly to the director of human resources.

- B. At Nova Southeastern University, sexual harassment by employees of students is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:
1. Submission to such conduct is made to appear to be a term or condition of enrollment, attendance, or participation in a class;
 2. Submission to or rejection of such conduct affects academic decisions; or
 3. Such conduct has the purpose or effect of unreasonably interfering with a student's academic performance or creating an intimidating, hostile, or offensive academic environment;
 4. Unwelcome patting, pinching, or touching;
 5. Offensive or demeaning sexual remarks, jokes, or gestures.

Students aggrieved by a violation of this policy may file a grievance under their center's grievance procedure.

Any employee who violates any portion of this policy shall be subject to disciplinary action.

At Nova Southeastern University, romantic and sexual relationships between a faculty member and a student are subject to the prohibition against sexual harassment.

Romantic or sexual relationships between a faculty member and a student then enrolled in the faculty member's class (including supervised student activities for which academic credit is given) may appear to be coercive and are discouraged. Even when no coercion is present, such relationships create an appearance of impropriety and favoritism that can impair the academic experi-

ence of all students in that class. It is, therefore, improper conduct for a faculty member to engage in a romantic or sexual relationship with a student then enrolled in the faculty member's class.

Privacy of Records

Nova Southeastern University maintains a system of records that includes application forms, letters of recommendation, admission test scores, and transcripts of students' previous academic records and performance while in residence. These records are available for review by present and former students upon written request to the registrar's office. However, the registrar will not release transcripts of students' academic records until all their accounts, both academic and nonacademic, have been paid.

The law limits access by and disclosure to a third party. Such access is given only upon consent of the student or if required by law, except for the following information, which may be released as directory information: a) student's name; b) dates of attendance; c) degree and awards received. Requests for such information must be submitted in writing to the registrar. The University reserves the right to refuse the above information if the reason for the request is not considered to be a sufficient need to know.

Any student or parent not wishing to have this information disclosed should notify the Office of the University Registrar in writing prior to September 1 of the relevant school year.

A person does not have the right of access to educational records until he or she has been admitted to and has actually begun attending Nova Southeastern University. There is no prohibition from disclosing such information to the parents of students who are listed on their parents' federal income tax forms.

Parents or eligible students will be provided a hearing by the University if they wish to challenge the content of the record. If they are still not satisfied, the parents or eligible students may add explanatory or rebuttal matter to the record.

If the students or parents are denied access to a hearing or if the records are alleged to have been illegally disclosed to a third party, the students or parents may file a complaint with the U.S. Department of Education.

Reservation of Power

Nova Southeastern reserves the right to amend, modify, add to, or delete its rules, policies, and procedures affecting its institutional relationship with students as deemed necessary by the administration. Any such amendment, modification, addition, or deletion shall not be considered a violation of the relationship between the University and the student. Such right includes modification to academic requirements, curriculum, tuition, and/or fees when in the judgment of the administration such changes are required in the exercise of its educational responsibility.

* * *

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova Southeastern University. Regulations and requirements, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon discovery of the fraud, and the student is not entitled to any credit for work that he or she may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition or fees. The balance due Nova Southeastern University will be considered receivable and will be collected.

A transcript of a student's academic record cannot be released until all of his or her accounts, academic and nonacademic, are paid.

Any Nova Southeastern University student has the right to inspect and review his or her educational record. The policy of the University is *not* to disclose personally identifiable information contained in a student's educational record without prior written consent from the student, except to University officials, to officials of another school in which the student seeks enrollment, to authorized representatives of federal or state agencies, to accrediting organizations, to parents of dependent students, under judicial order, to parties in a health or safety emergency, or when verifying graduation with a particular degree.

A student also has the right to petition Nova Southeastern University to amend or correct any part of his or her educational record that he or she believes to be inaccurate, misleading, or in violation of the privacy or other rights of students. If the University decides it will not amend or correct a student's record, the student has a right to a hearing to present evidence that the record is inaccurate, misleading, or in violation of the privacy or other rights of students.

If these rights are violated, a student may file a complaint with the Department of Education. A student may obtain a copy of the Educational Privacy Act policy by requesting it in writing from the Office of the University Registrar, Nova Southeastern University, Parker Building, 3301 College Avenue, Fort Lauderdale, Florida 33314. A schedule of fees and a listing of the types and locations of educational records are contained in this policy.

Nova Southeastern University does not discriminate on the basis of handicap, sex, race, religion, or national or ethnic origin in admission, access, or employment for any of its programs and activities. The University registrar and director of human resources have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to nondiscrimination.

Nova Southeastern University programs are approved for the training of veterans and other eligible persons by the Bureau of State Approval For Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314, telephone (305) 370-5685.

The school is authorized under federal law to enroll nonimmigrant alien students.

The Nova Southeastern University general policies on student relations are on file in the Office of the University Registrar.

Nova Southeastern University

Degree Offerings

Doctoral and Professional Degrees

Doctor of Business Administration in:

Accounting (D.B.A./Acc.)
 Business Administration (D.B.A.)
 Finance (D.B.A./Fin.)
 Health Services (D.B.A./H.S.)
 Human Resource Management (D.B.A./H.R.M.)
 Information Systems (D.B.A./IS)
 International Management (D.B.A./I.M.)
 Marketing (D.B.A./Mkt.)

Doctor of Education (Ed.D.) in:

Adult Education
 Child and Youth Studies
 Computer and Information Technology
 Computer Education
 Educational Leadership
 Health Care Education
 Higher Education
 Instructional Technology and Distance Education
 Vocational, Technical, Occupational Education

Doctor of International Business Administration (D.I.B.A.) in:

International Business Administration

Doctor of Occupational Therapy (D.O.T.)

Doctor of Optometry (O.D.)

Doctor of Osteopathy (D.O.)

Doctor of Pharmacy (Pharm.D.)

Doctor of Philosophy (Ph.D.) in:

Clinical Psychology
 Dispute Resolution
 Family Therapy
 Oceanography

Doctor of Physical Therapy (D.Sc.P.T.)

Doctor of Psychology (Psy.D.) in:

Clinical Psychology

Doctor of Public Administration

(D.P.A.) in:

Public Administration

Doctor of Science (Sc.D.) in:

Computer Information Systems
 Computer Technology in Education
 Computer Science
 Information Science
 Information Systems
 Training and Learning

Juris Doctor (J.D.) in:

Law

Specialist Degrees

Clinical Specialist (C.I.S.) in:

Family Systems Health Care

Educational Specialist (Ed.S.) in:

Computer Education
 Computer-Based Learning
 Education

Master's Degrees

Master of Accounting (M.Acc.) in:

Accounting

Master of Business Administration (M.B.A.) in:

Business Administration

Master of International Business

Administration (M.I.B.A.) in:

International Business
 Administration

Master of Occupational Therapy (M.O.T.)

Master of Physical Therapy (M.P.T.)

Master of Public Administration

(M.P.A.) in:

Public Administration
 Public Administration/
 Coastal Zone Management
 Public Administration/
 Marine Biology

Master of Science (M.S.) in:

Child and Youth Care Administration
 Child Care Administration
 Coastal Zone Management
 Computer-Based Learning
 Computer Information Systems
 Computer Science Education
 Dispute Resolution
 Education
 Elder Care Administration
 Family Support Studies
 Family Therapy
 Health Services Administration
 Human Resource Management
 Human Services Administration
 Instructional Technology and Distance Education
 Management
 Management Information Systems
 Marine Biology
 Medical Management

Mental Health Counseling

School Guidance and Counseling
 Speech-Language Pathology

Master of Medical Education (M.Sc.)

Bachelor's Degrees

Bachelor of Arts (B.A.) in:

Liberal Arts

Bachelor of Science (B.S.) in:

Accounting
 Administrative Studies
 Applied Professional Studies
 Business Administration
 Computer Information Systems
 Computer Science
 Elementary Education
 Exceptional Education
 General Studies
 Hospitality Management
 Legal Assistant
 Legal Studies (prelaw)
 Life Sciences (premedical)
 Ocean Studies
 Physician Assistant
 Professional Management
 Psychology
 Secondary Education
 Vision Sciences







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